

Date: 14 November 2011
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To: Members of the Overview and Scrutiny Committee
(Mike Allen, Peter Bowden, Graham Brown, Peter Burrows,
Derek Button, David Chapman, Deborah Custance Baker,
Vivien Duval Steer, Roger Giles, Mike Howe,
Stuart Hughes (Chairman), John Humphreys (Vice Chairman),
Sheila Kerridge, David Key, John O'Leary, Brenda Taylor,
Graham Troman, Tim Wood, Eileen Wragg, Claire Wright, Tom Wright)

Portfolio Holders
Other Members of the Council for Information
Chief Executive
Deputy Chief Executives

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Meeting of the Overview and Scrutiny Committee

Thursday 24 November 2011 – 6.30pm

Council Chamber, Knowle, Sidmouth

Members of the public are welcome to attend this meeting.

- A period of 15 minutes has been provided at the beginning of the meeting to allow members of the public to raise questions.
- In addition, the public may speak on items listed on the agenda. After a report has been introduced, the Chairman of the Committee will ask if any member of the public would like to speak in respect of the matter and/or ask questions.
- All individual contributions will be limited to a period of 3 minutes – where there is an interest group of objectors or supporters, a spokesperson should be appointed to speak on behalf of the group.
- The public is advised that the Chairman has the right and discretion to control questions to avoid disruption, repetition and to make best use of the meeting time.

Councillors and members of the public are reminded to switch off mobile phones during the meeting. If this is not practical due to particular circumstances, please advise the Chairman in advance of the meeting.

AGENDA

- | | Page/s |
|--|--------|
| 1. Public question time – standard agenda item (15 minutes)
Members of the public are invited to put questions to the Committee through the Chairman. Councillors also have the opportunity to ask questions of the Leader and/or Portfolio Holders during this time slot whilst giving priority at this part of the agenda to members of the public | |
| 2. To confirm the minutes of the meeting of the Overview and Scrutiny Committee held on 27 October 2011. | 5 - 9 |

Chief Executive: Mark Williams
Deputy Chief Executive: Richard Cohen
Deputy Chief Executive and Monitoring Officer: Denise Lyon

3. To receive any apologies for absence.
4. To receive any declarations of interest relating to items on the agenda.
5. To consider any items which, in the opinion of the Chairman, should be dealt with as matters of urgency because of special circumstances.
(Note: Councillors please notify the Chief Executive in advance of the meeting if you wish to raise a matter under this item, who will then consult the Chairman).
6. To agree any items to be dealt with after the public (including the press) have been excluded. There are **no** items that the officers recommend should be dealt with in this way.
7. Decisions made by the Cabinet called in by Members for scrutiny in accordance with the Overview Procedure Rules under Part 4.5 of the Constitution. There are **no** items identified.
8. **Cabinet Agenda**
Members are asked to notify in advance the Chairman or the Democratic Services Officer any Cabinet items they wish to debate. Members to debate any issues of concern on the current Cabinet agenda in order for the Chairman to feed this back to the Cabinet at its meeting on the 30 November 2011. The website link to the Cabinet agenda will be e-mailed to Members on 21 November 2011. Please refer to Cabinet agenda
9. **New revised bathing water quality directive** 10 - 17
Councillor Tom Wright, Member Champion for Beaches and Foreshores, is invited to attend for this item.

Janet Wallace, Environmental Health Officer will present the report on the requirements under the new directive. Richard Gilpin from South West Water, and Brian Gant from the Environment Agency will also attend.
10. **Update on Section 106 Planning Obligations and Introduction to Community Infrastructure Levy** 18 - 30
Kate Little, Head of Economy; and Sulina Tallack, Section 106 Monitoring Officer
 - The recent Annual Update on the section 106 planning obligations for information, originally reported to Development Management Committee;
 - An Introduction to Community Infrastructure Levy, reported to Cabinet on 5 October 2011 and updated for this Committee.
11. **Post Office Pilot Scheme Update**

Councillor Ken Potter, Member Champion for Rural Communities, will provide an update to the Committee about the post offices selected in the East Devon area for the pilot scheme. Verbal report

- | | Page/s |
|--|---------------|
| 12. Quarterly Monitoring of Performance – Second Quarter 2011/12
<i>Denise Lyon, Deputy Chief Executive</i> | 31 - 67 |
| <p>Members to consider the performance information by Corporate Policy for the second quarter. This allows Members to monitor overall performance and identify any areas where improvement may be necessary.</p> | |
| 13. Draft Customer Strategy
<i>Denise Lyon, Deputy Chief Executive</i> | 68 - 77 |
| <p>Members are asked to consider the draft outline of what we could include in our customer strategy and debate any suggested amendments and/or inclusions.</p> <p>The existing Communications Strategy, to which this strategy links, is reproduced in this agenda for ease of reference.</p> | |
| 14. Leisure East Devon Task and Finish Forum Final Report
<i>Councillor Tim Wood, Chairman of the LED Task and Finish Forum</i> | 78 - 86 |
| <p>Councillor Tom Wood will present the final report from the Forum and set out the recommendations for the Committee to consider recommending to Cabinet.</p> | |
| 15. Review of Shared Services and Second Tier Management Costs/Savings | 87 - 89 |
| <p>A report requested by the Committee supplying detail on the costs and net savings of the shared working pursued with South Somerset District Council.</p> | |
| 16. Forward Plan | 90 |
| <p>Members are asked to note the Forward Plan and any suggestions for further additions are welcomed.</p> | |

Members remember!

- You must declare the nature of any personal or prejudicial interests in an item whenever it becomes apparent that you have an interest in the business being considered.
- Where you have a personal interest because the business relates to or is likely to affect a body of which you are a member or manager as an EDDC nominee or appointee, then you need only disclose that interest when (and if) you speak on the item. The same rule applies if you have a personal interest in relation to a body exercising functions of a public nature.
- Make sure you say the reason for your interest as this has to be included in the minutes.
- If your interest is prejudicial you must leave the room unless
 - a) you have obtained a dispensation from the Council's Standards Committee or
 - b) where Para 12(2) of the member Code of Conduct applies. [Para 12(2) allows a Member with a prejudicial interest to stay for the purpose of making representations, answering questions or giving evidence relating to the business but only to the extent the public are allowed the same rights. If you do remain for these purposes, you must not exercise decision-making functions or seek to improperly influence the decision;

you must leave the meeting room once you have made your representation, answered questions or given evidence.]

- The Code states that any member of the Cabinet or other decision-making committee or joint committee or sub-committee attending Overview and Scrutiny committees has a prejudicial interest in any business where that member was a member of the committee at the relevant time and present when the decision was made or other action was taken (whether or not implemented). Members with prejudicial interests should declare them and are allowed to remain in the meeting for the limited purposes set out in the Code para 12(2) – see last paragraph.
- You also need to declare when you are subject to the party whip before the matter is discussed.

Getting to the Meeting – for the benefit of visitors



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The following **bus service** stops outside the Council Offices on Station Road: **From Exmouth, Budleigh, Otterton and Newton Poppleford – 157**

The following buses all terminate at the Triangle in Sidmouth. From the Triangle, walk up Station Road until you reach the Council Offices (approximately ½ mile).

From Exeter – 52A, 52B

From Honiton – 52B

From Seaton – 52A

From Ottery St Mary – 379, 387

Please check your local timetable for times.

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The Committee Suite has a separate entrance to the main building, located at the end of the visitor and Councillor car park. The rooms are at ground level and easily accessible; there is also a toilet for disabled users.

For a copy of this agenda in large print, please contact the Democratic Services Team on 01395 517546

EAST DEVON DISTRICT COUNCIL
Minutes of a Meeting of the
Overview and Scrutiny Committee held
at Knowle, Sidmouth on 27 October 2011

Present:

Councillors:	
Stuart Hughes (Chairman)	
John Humphreys (Vice-Chairman)	
Mike Allen	David Key
Peter Bowden	John O'Leary
Peter Burrows	Brenda Taylor
Derek Button	Graham Troman
David Chapman	Tim Wood
Deborah Custance Baker	Eileen Wragg
Vivien Duval Steer	Claire Wright
Mike Howe	Tom Wright
Sheila Kerridge	

Officers:
Richard Cohen – Deputy Chief Executive
Debbie Meakin – Democratic Services Officer

Also Present

Councillors:	
Iain Chubb	Graham Godbeer
Trevor Cope	Stephanie Jones
David Cox	Andrew Moulding
Alan Dent	Frances Newth
Paul Diviani	
Jill Elson	

Apologies:	Committee Members:	Councillors:
	Graham Brown	Ray Bloxham
	Roger Giles	Steve Gazzard
		Steve Hall
		Pauline Stott

The meeting started at 6.30pm and ended at 8.21pm.

***35 Public Question Time**

There were no questions from the public. Councillor Iain Chubb used the opportunity to ask a question of the Portfolio Holder for Economy. He asked for an update on the Town Manager for Seaton, as the perception communicated to him was that the Manager had not been seen actively working in the town. Councillor Godbeer informed the Committee of the recent employment of a town manager in June and her close working with the Town Council and the local Chamber of Commerce.

***36 Minutes**

The minutes of the Overview and Scrutiny Committee held on 29 September 2011 were confirmed as a true record subject to an amendment to the Councillor name under minute 33.

***37 Declarations of Interest**

Councillor/ Officer	Minute number	Type of interest	Nature of interest
Cllr Stuart Hughes	38	Personal	Devon County Council Portfolio Holder for Highways & Transportation; Snow Warden for Sidmouth
Cllr Trevor Cope	40	Personal	Son works for Leisure East Devon
Cllr David Cox	40	Personal	Owner of second home

***38 Update from Devon and Cornwall Constabulary**

The Chairman welcomed Inspector Antonia Weeks to the meeting.

The Inspector outlined the recent changes to the service provided, following budget reductions, including:

- Recent businesses changes within the service over the past six to nine months to prepare for the budget reduction;
- Continued close working with partner agencies;
- Retention of the local policing structure of neighbourhood teams but with shift pattern changes implemented and some neighbourhood beat managers covering a wider area;
- Preparation for the possible changes in the light of the expected Police Commissioner in place in twelve months time;
- Maintaining results in the courts and the quality on the service;
- Mindful of next level of budget reduction, with a total of £50m reduction for the constabulary by 2015.

Members questioned the Inspector for further information and debated police issues, including:

- Administration in dealing with cases had not decreased. This was not an issue they could change at local level but may be an area that could be raised with the Police Commissioner in due course with the support of the District Council;
- Concerns about officers being stretched over a large geographical area were put to rest with the information that the District was well served for responding to emergencies;
- PCSOs were still highly valued by the Police and Councillors and were an intrinsic part of the force's delivery plans;
- Local Action Groups set up under the Crime and Disorder Act 1998 continued to work well and resolve local issues at a local level;
- Shift patterns had been aligned to a demand curve to ensure officers were available at peak times;
- Following media coverage in the previous year about the closure of some Police station front desks, little feedback was received and the level of negativity expected had not been realised.

***38 Update from Devon and Cornwall Constabulary**

The Chairman thanked Inspector Weeks for her update and for answering the questions raised.

RESOLVED that the update from Devon & Cornwall Constabulary on budget implications be noted.

***39 Cabinet Agenda**

The Chairman agreed two items for discussion from the Cabinet agenda for 2 November 2011.

Exmouth Business Improvement District (BID) Feasibility Study

The Cabinet report outlined the history of the investigation into the viability of a Business Improvement District within the town of Exmouth. The feasibility study was published in September 2011. The next step was to find funding to meet the setting up of a dedicated Exmouth BID company and employ a BID Manager, as recommended by the study. Whilst some of the cost of setting up the company could be met by Section 106 contributions, the shortfall and further work on the detail of the BID proposal was due for further discussion by the Exmouth Town Management Partnership.

The Cabinet report sought to recommend that the Council welcomes the findings of the feasibility study; and expresses willingness to work with others to explore ways of progressing the Exmouth BID proposal to and beyond a ballot of businesses in the BID area.

Councillor Eileen Wragg highlighted a number of recent press articles about the Exmouth BID and explained how local traders had voiced their concern about it. The consultation had not, in her view, been undertaken with enough businesses in the area and the levy of a BID could adversely affect traders already struggling in the economic climate.

The Deputy Chief Executive outlined the stages of the process, including how at the later stage each business in the area of the BID would get to vote on the Business Plan. If the Plan obtains a majority vote, the Plan would be implemented and all businesses in that area would pay the levy.

The Committee agreed that it would be beneficial for the Cabinet to have an update from the Town Council on their view on the Exmouth BID in light of comments made at the meeting.

Ice/Snow/Frost Treatment Plan

The Cabinet report set out the terms of the plan, recognising that it was not possible to treat all areas. The plan set out the priority for clearing snow and ice covering key car parks, to enable access to Council's own buildings, and other specified high risk areas based on intensity of use and/or vulnerability of users.

The report outlined the partnership work planned with Devon County Council to ensure that salt/grit was available at the priority sites; and existing staff, who could not carry out their normal duties, would be redeployed to dealing with clearing operations. The recommendation was to approve the treatment plan, subject to agreement with DCC for the supply of salt/grit.

***39 Cabinet Agenda (continued)**

The Chairman welcomed the report coming before Cabinet, in particular to note that the Council was working closely with the County Council to provide a linked service should the area experience bad weather this winter. A number of questions were raised about the report, including:

- Why information about the County Council supplying dumps of grit/salt to the main car parks was in the report when it had not been confirmed by the County that this would be provided;
- Why was there no detail of how and when Snow Wardens would be consulted in the report, as this work needed linking up with each Warden's local plan for dealing with bad weather;
- Where would the three pedestrian salt spreaders be located and used, especially as some towns/parishes may want to consider if they purchase their own equipment from local funds where available;
- Further detail on practicalities of clearing car parks and closing others of a lesser priority needed in the report.

RESOLVED that the Chairman would feedback discussion on Exmouth BID Feasibility Study and the Ice/Snow/Frost Treatment Plan at the Cabinet meeting on 2 November 2011.

***40 Update from Portfolio Holder for Finance**

The Chairman welcomed Councillor David Cox, Portfolio Holder for Finance. The Portfolio Holder reminded the Committee of both the reduction in the formula grant, and the impact of low interest rates, on the Council's finances. Whilst he could not see any growth for the foreseeable future, the work already undertaken in budget setting had helped the Council in the short term. However there was still a deficit showing for 2012/13 and some future debate may need to take place to consider borrowing to meet the Council's commitments.

Councillor Cox outlined his recent work under his Portfolio, including:

- Planned meeting to try to dissuade the Government from their plans to localise Housing Benefit payments – the universal credit system would not work if it was purely available to claimants online;
- Reviewing the Council's investment strategy, considering other investment firms;
- Continued discussion on asset management;
- Office relocation business case;
- Continued to act as the "eyes and ears" of the Council as the nominated trustee on Leisure East Devon. He commended the excellent work of the LED Chief Executive and his team;
- Still a member of the Refuse and Recycling Board and outlined a recent SWAP check on the contract that revealed it was good value for money;
- Looking at more applications for national non-domestic rate relief but the number of applications had not increased to the level he expected in the current economic climate.

***40 Update from Portfolio Holder for Finance**

Members questioned the Portfolio Holder for further information and debated the issues, including:

- Could more money be realized from increasing the council tax on second homes, current set at a reduced rate? – A report on the topic was planned for the Cabinet meeting on 30 November 2011;
- Would maintenance expenditure be covered for required works on leisure facilities owned by the Council and run by Leisure East Devon? – The Portfolio Holder for Strategic Development & Partnerships reminded the Committee of the proactive approach of Leisure East Devon, who had previously re-invested in some centres where that investment would bring in additional revenue. The Committee discussed several examples of improvements and the relationship between the centres and local schools, with concern over how the new academy status of schools may impact on those relationships;
- Concern over the practical implications of the universal credit, including how it may impact the current good performance the Council enjoyed for the payment of housing benefits. Vulnerable people could be adversely affected if they no longer had the option of assistance to help them complete their housing benefit claim. If the government went ahead with their proposal, should the Council have a "disaster recovery" plan for dealing with those who have been unable to claim and fall into rent arrears as a result?

The Chairman thanked the Portfolio Holder for his helpful update.

RESOLVED that the update from the Portfolio Holder for Finance be noted.

***41 Forward Plan**

Members noted the additions and changes to the forward plan for the Committee. The Chairman highlighted the special meeting to consider the Local Plan as part of that consultation process was now on the 9 December 2011 starting at 10.00am. The Chairman of the Local Development Framework Panel, Councillor Mike Allen, requested that the Committee look into how the Local Plan was project managed.

A report on the cost and revenue for on-street parking in East Devon was requested.

An update was provided by the Portfolio Holder for Environment on the recycling pilot in Beer for the collection of cardboard, in response to a question.

The Portfolio Holder for Economy confirmed he would provide an update to the Committee on 1 March 2012.

RESOLVED that the Overview and Scrutiny Forward Plan be noted.

Chairman Date

Agenda Item 9

Overview and Scrutiny Committee

24 November 2011

New Revised Bathing Water Quality Directive



Bathing Water Quality in East Devon and the New EC Revised Bathing Water Directive

Summary

All Local Authorities with coastal boundaries must comply with the requirements of EC Directives on Bathing Water Quality. EDDC has a close working relationship with the Environment Agency, and for the purposes of the Directives, EDDC is a Bathing Water Controller and Beach Operator for most of the beaches within East Devon. This report sets out the requirements of a new revised Bathing Water Directive, along with the current situation within East Devon and future action required. Representatives from the Environment Agency and South West Water will be in attendance.

Recommendation

That the Committee notes the contents of the report and the arrangements for future actions.

a) Reasons for Recommendation

To comply with the requirements of the new revised Directive.

b) Alternative Options

There are no alternative options.

c) Risk Considerations

If poor bathing water quality and the need for the provision of signage is not addressed the Council will be in contravention of legal requirements, and there is a risk that poor publicity will impact on East Devon's position as a tourist destination.

d) Policy and Budgetary Considerations

The recommendations conform with existing Council policy and budget provisions for the foreseeable future.

e) Date for Review of Decision

It is suggested that the achievements and future actions are reviewed in 2 years time.

1 Main Body of the Report

1. Bathing Water Classifications

- 1.1 European Bathing Water Directives have driven significant improvements in bathing water quality since their introduction in 1976. A revised EC Bathing Waters Directive was incorporated into UK Regulations in 2008, and comes into operation in 2012. The revised Directive tightens the standards for bathing water quality, and increases the level of information that must be made available to the public, particularly after 2015.
- 1.2 The Bathing Water Directive sets standards for the maximum allowed level of specific types of bacteria in bathing waters. These bacteria indicate that there has been pollution of the water by either humans or animal faeces. Faecal pollution can contain not only bacteria but viruses and parasites all of which can cause illness to vulnerable people if the water is swallowed. The main health problems linked to poor bathing water quality are gastrointestinal ailments, respiratory infections and ear, nose and throat complaints.
- 1.3 There have been no reported cases of serious illness linked to poor bathing water quality in East Devon, although we believe that in most cases any effects will be short lived and are unlikely to be referred to the Health services.
- 1.4 At present bathing water quality is classified in terms of indicative numbers of faecal coliforms and total coliforms. The revised Bathing Water Directive uses a new system to assess water quality – based on *Escherichia coli* (E.coli) and intestinal enterococci. It is considered by the experts that this will be a better indicator of health risks to bathers.
- 1.5 The current annual EC classification of bathing waters is described in terms of the water quality achieving guideline levels (“pass guideline” – an “excellent” standard), mandatory levels (“pass mandatory” – a “good” standard) or failing (“fail”). This will change in 2016 and the classification will be based on results aggregated over the previous 4 years (2012 to 2015), when compliance will be assessed against four new standards of “Excellent, Good, Sufficient and Poor”. The “Sufficient” classification is considerably tighter than the current “Pass Mandatory” standard.

2. Public Information

- 2.1 The revised Bathing Water Directive places a greater emphasis on providing information to the public about bathing water quality. To support this, Bathing Water Profiles have been developed for each designated bathing water in England and Wales by the Environment Agency. Each Profile includes a map of the beach, a general description of the bathing water, details of existing or potential sources of pollution and information about what is being done to address them. The profiles are currently available on the Environment Agency’s website and a summary of the details will also be displayed on existing signage at the beaches.
- 2.2 Signs containing this information must be put up at the bathing water by the person or organisation that owns or manages the bathing water, referred to as the “Bathing Water Controller”. EDDC carries out this role on the beaches at Seaton, Beer, Sidmouth, Budleigh Salterton and Exmouth. The beaches at Ladram Bay and Sandy Bay are designated bathing beaches but are privately owned and operated. The Bathing Water Controllers are also responsible for ensuring that any pollution is cleaned up.

2.3 Improved public information is intended to help bathers understand the different bathing water classifications and to make informed choices about where and when to bathe. However this scheme does not include any requirement to provide "real-time" information, and the annual classification of the water relates to data collected over previous summer seasons. It is therefore a poor indicator of the quality of bathing water on any given day.

3. Monitoring Bathing Waters

- 3.1 During each bathing season (15th May to 30th September), weekly samples are taken by the Environment Agency – a total of 20 samples per beach. They are analysed for bacteria originating from human or animal faeces and the results published within 5 – 7 days, the time it takes to obtain micro-biological results. The results are set against two sets of standards – the current EC Bathing Water Directive standards, and the tighter UK standards. If the water quality does not meet the required standards, the EA and Beach Operator will investigate to establish the source of pollution. Potential sources are agricultural run-off, beach streams, storm water overflows, and mis-connected waste pipes as well as urban drainage. On some beaches where there is consistent poor quality it is possible that dog fouling and sea gulls could be contributory factors. Dog fouling is not considered to be a significant problem on East Devon's beaches as most are covered by dog bans during the season.
- 3.2 The results showing compliance with EC standards for the 2011 season are tabled in Appendix 1. These were confirmed on 8th November 2011 and show that all of the East Devon beaches met at least the mandatory EC standards throughout the season. The beach profiles are attached at Appendix 2. Under the current scheme most of our beaches almost always have excellent water quality and fall into the annual "Excellent" category.
- 3.3 In 2010 the bathing water quality in Beer and Sidmouth were classified as Excellent; Exmouth, Sandy Bay, Ladram Bay and Budleigh Salterton were classified "Good"; but Seaton was classified as an overall "Fail". The reason for the "fail" classification was actually just 2 occasions of poor water quality following summer storms, with the remaining 18 samples showing excellent water quality. The EA and South West Water have been working together on the reasons for these isolated failures across the region, as they could clearly have an impact on the way the bathing water is viewed by the public and media.
- 3.4 Based on the 2011 results, Seaton has regained an overall "Excellent" classification, along with Beer, Sidmouth, Sandy Bay and Exmouth. Ladram Bay and Budleigh Salterton, although classified "Good" under the current EC standard, are likely to fail the tighter UK standard as they have each had more than the allowed number of failures of the UK Guideline standards. It is considered that the prolonged dry period and absence of summer storms this year has had a beneficial effect on the bathing water quality.
- 3.5 When the new Revised Bathing Water Directive takes full effect, the new EC standards are almost twice as stringent and only Beer and Sidmouth are likely to meet the "Excellent" standard unless further improvements are made. The priorities for the EA, SWW and EDDC officers are to continue to work with farmers to improve the quality of agricultural run-off and to investigate other reasons for contamination such as foul water mis-connections into surface water sewers. All of the East Devon beaches are likely to achieve at least the new "Sufficient" status when results are aggregated over 4 years.

4. Signs

- 4.1 The major role to be played by Beach Operators is in the provision of signage and information. Bathing Water Quality results are available on the EDDC website and at the beaches throughout the season, and the new Beach Profiles will also be posted. New Information Boards have been erected on all beaches except Beer and the additional information required by the Directive will be added to these boards before May 2012.
- 4.2 Standard text is required to be used and the recommended wording has been provided by DEFRA. This will include confirmation that the beach is a European Bathing Water, and an indication of the current classification. There will also be a general statement to the effect that water quality is likely to be lower after heavy rainfall, and provision for temporary advice against bathing if serious failures are reported.
- 4.3 As signage is a new burden to local authorities DEFRA have made funding available, amounting to approximately £350 per sign. Estimates have been received for making amendments to existing signs and are in the region of £50 to £150 per sign.

Legal Implications

The legal implications are set out within the report. The Council's duties are defined by EU Directive with Legal Services advising on the correct signage before placement.

Financial Implications

The financial implications are indicated in the report.

C Hawkins (01/11/2011)

Background Papers

- Appendix 1 – 2011 Results
- Appendix 2 – Example Bathing Water Profiles

Janet Wallace, ext.1647
Environmental Health Officer

Overview and Scrutiny Committee
26 November 2011

Appendix 1 Compliance with EC Standards 2011 Season

Seaton Beach			Beer Beach		
04-May	Mandatory	Good	04-May	Guideline	Excellent
10-May	Guideline	Excellent	10-May	Mandatory	Good
18-May	Guideline	Excellent	18-May	Guideline	Excellent
31-May	Guideline	Excellent	31-May	Guideline	Excellent
03-Jun	Guideline	Excellent	03-Jun	Guideline	Excellent
08-Jun	Guideline	Excellent	08-Jun	Guideline	Excellent
15-Jun	Guideline	Excellent	15-Jun	Guideline	Excellent
20-Jun	Guideline	Excellent	20-Jun	Guideline	Excellent
28-Jun	Guideline	Excellent	28-Jun	Guideline	Excellent
08-Jul	Guideline	Excellent	08-Jul	Guideline	Excellent
13-Jul	Guideline	Excellent	13-Jul	Guideline	Excellent
18-Jul	Guideline	Excellent	18-Jul	Guideline	Excellent
26-Jul	Guideline	Excellent	26-Jul	Guideline	Excellent
05-Aug	Guideline	Excellent	05-Aug	Guideline	Excellent
10-Aug	Guideline	Excellent	10-Aug	Guideline	Excellent
17-Aug	Guideline	Excellent	17-Aug	Guideline	Excellent
29-Aug	Guideline	Excellent	29-Aug	Guideline	Excellent
06-Sep	Guideline	Excellent	07-Sep	Guideline	Excellent
11-Sep	Guideline	Excellent	11-Sep	Guideline	Excellent
19-Sep	Guideline	Excellent	19-Sep	Guideline	Excellent

Sidmouth Town			Sidmouth (Jacobs Ladder)		
04-May	Guideline	Excellent	04-May	Guideline	Excellent
10-May	Guideline	Excellent	10-May	Guideline	Excellent
18-May	Guideline	Excellent	18-May	Guideline	Excellent
31-May	Guideline	Excellent	31-May	Guideline	Excellent
03-Jun	Guideline	Excellent	03-Jun	Guideline	Excellent
08-Jun	Guideline	Excellent	08-Jun	Guideline	Excellent
15-Jun	Guideline	Excellent	15-Jun	Guideline	Excellent
20-Jun	Guideline	Excellent	20-Jun	Guideline	Excellent
28-Jun	Guideline	Excellent	28-Jun	Guideline	Excellent
08-Jul	Guideline	Excellent	08-Jul	Guideline	Excellent
13-Jul	Guideline	Excellent	13-Jul	Guideline	Excellent
18-Jul	Guideline	Excellent	18-Jul	Guideline	Excellent
26-Jul	Guideline	Excellent	26-Jul	Guideline	Excellent
05-Aug	Guideline	Excellent	05-Aug	Guideline	Excellent
10-Aug	Guideline	Excellent	10-Aug	Guideline	Excellent
17-Aug	Guideline	Excellent	17-Aug	Guideline	Excellent
29-Aug	Guideline	Excellent	29-Aug	Guideline	Excellent
07-Sep	Guideline	Excellent	07-Sep	Guideline	Excellent
11-Sep	Guideline	Excellent	11-Sep	Guideline	Excellent
19-Sep	Guideline	Excellent	19-Sep	Guideline	Excellent

Ladram Bay

Budleigh Salterton

04-May	Mandatory	Good	04-May	Guideline	Excellent
10-May	Guideline	Excellent	10-May	Guideline	Excellent
18-May	Guideline	Excellent	18-May	Guideline	Excellent
31-May	Guideline	Excellent	31-May	Guideline	Excellent
03-Jun	Guideline	Excellent	03-Jun	Guideline	Excellent
08-Jun	Guideline	Excellent	08-Jun	Guideline	Excellent
15-Jun	Guideline	Excellent	15-Jun	Guideline	Excellent
20-Jun	Guideline	Excellent	20-Jun	Guideline	Excellent
28-Jun	Guideline	Excellent	28-Jun	Guideline	Excellent
08-Jul	Mandatory	Good	08-Jul	Guideline	Excellent
13-Jul	Mandatory	Good	13-Jul	Mandatory	Good
18-Jul	Guideline	Excellent	18-Jul	Guideline	Excellent
26-Jul	Guideline	Excellent	26-Jul	Guideline	Excellent
05-Aug	Guideline	Excellent	05-Aug	Mandatory	Good
10-Aug	Guideline	Excellent	10-Aug	Mandatory	Good
17-Aug	Guideline	Excellent	17-Aug	Guideline	Excellent
29-Aug	Guideline	Excellent	29-Aug	Guideline	Excellent
07-Sep	Mandatory	Good	07-Sep	Guideline	Excellent
11-Sep	Mandatory	Good	11-Sep	Mandatory	Good
19-Sep	Guideline	Excellent	19-Sep	Guideline	Excellent

Sandy Bay

Exmouth Beach

04-May	Guideline	Excellent	04-May	Guideline	Excellent
10-May	Guideline	Excellent	10-May	Guideline	Excellent
18-May	Guideline	Excellent	18-May	Guideline	Excellent
23-May	Guideline	Excellent	23-May	Guideline	Excellent
31-May	Guideline	Excellent	31-May	Guideline	Excellent
08-Jun	Guideline	Excellent	08-Jun	Guideline	Excellent
15-Jun	Guideline	Excellent	15-Jun	Guideline	Excellent
20-Jun	Guideline	Excellent	20-Jun	Guideline	Excellent
28-Jun	Guideline	Excellent	28-Jun	Guideline	Excellent
08-Jul	Guideline	Excellent	08-Jul	Guideline	Excellent
13-Jul	Guideline	Excellent	13-Jul	Guideline	Excellent
18-Jul	Guideline	Excellent	18-Jul	Guideline	Excellent
26-Jul	Guideline	Excellent	26-Jul	Guideline	Excellent
05-Aug	Guideline	Excellent	05-Aug	Guideline	Excellent
10-Aug	Guideline	Excellent	10-Aug	Guideline	Excellent
17-Aug	Guideline	Excellent	17-Aug	Guideline	Excellent
29-Aug	Guideline	Excellent	29-Aug	Mandatory	Good
06-Sep	Guideline	Excellent	06-Sep	Guideline	Excellent
11-Sep	Guideline	Excellent	11-Sep	Guideline	Excellent
19-Sep	Guideline	Excellent	19-Sep	Guideline	Excellent

Appendix 2

East Devon DC – Bathing Water Profiles 2011

Seaton

Seaton (Devon) is a European bathing water and is monitored by the Environment Agency from May to September.

Bathing water quality is influenced by the River Axe, and may reduce during or after periods of heavy rainfall due to run off from agricultural land, urban areas, and occasional discharges from storm overflows.

Beer

Beer is a European bathing water and is monitored by the Environment Agency from May to September.

This bathing water typically achieves a high water quality standard.

The bathing water quality is influenced by the Beer stream, and may reduce during or after periods of heavy rainfall due to run off from agricultural land, urban areas, and occasional discharges from two storm overflows.

Sidmouth Town

Sidmouth Town is a European bathing water and is monitored by the Environment Agency from May to September.

This bathing water typically achieves a high water quality standard.

Bathing water quality is influenced by the River Sid and the Bickwell Brook, and may reduce during or after periods of heavy rainfall due to run off from agricultural land, urban areas, and occasional discharges from a storm overflow. This bathing water can be affected by occasional blooms of phytoplankton (microscopic algae) which are not harmful but can result in the water appearing discoloured or as foam forming on the water.

Sidmouth Jacobs Ladder

Sidmouth Jacobs Ladder is a European bathing water and is monitored by the Environment Agency from May to September.

This bathing water typically achieves a high water quality standard.

Bathing water quality is influenced by the River Sid and Bickwell Brook, and may reduce during or after periods of heavy rainfall due to run off from agricultural land and urban areas.

Budleigh Salterton

Budleigh Salterton is a European bathing water and is monitored by the Environment Agency from May to September.

This bathing water typically achieves a high water quality standard.

Bathing water quality is influenced by the Kersbrook and the Knowle streams, and the River Otter, and may reduce during or after periods of heavy rainfall due to run off from agricultural land, urban areas, and occasional discharges from two storm overflows. This bathing water can be affected by

occasional blooms of phytoplankton (microscopic algae) which are not harmful but can result in the water appearing discoloured or as foam forming on the water.

Exmouth

Exmouth is a European bathing water and is monitored by the Environment Agency from May to September.

Bathing water quality is influenced by the Exe Estuary and the Littleham Brook, and may reduce during or after periods of heavy rainfall due to run off from agricultural land, urban areas, and occasional discharges from a storm overflow. This bathing water can be affected by occasional blooms of phytoplankton (microscopic algae) which are not harmful but can result in the water appearing discoloured or as foam forming on the water.

Ladram Bay

Ladram Bay is a European bathing water and is monitored by the Environment Agency from May to September.

Bathing water quality is influenced by a small stream, and may reduce during or after periods of heavy rainfall due to run off from agricultural land, and urban areas. Seagulls and dogs can also affect the water quality.

Sandy Bay

Sandy Bay is a European bathing water and is monitored by the Environment Agency from May to September.

This bathing water typically achieves a high water quality standard.

Bathing water quality is influenced by the Sandy Bay stream, and may reduce during or after periods of heavy rainfall due to run off from the surrounding urban area, and occasional discharges from a storm overflow. The beach can occasionally become covered with large amounts of seaweed, depending on tides and the weather.

The main sources of pollution that may affect the quality of this bathing water are listed above (based on historical monitoring). The full details for this bathing water, its catchment, information on all potential pollution sources and how they are managed can be viewed on the Environment Agency website -

<http://www.environmentagency.gov.uk/homeandleisure/recreation/127626.aspx>

Agenda Item 10

Overview & Scrutiny Committee

24 November 2011

SAT/KAL



Annual Update on Section 106 Planning Obligations

Summary

The report provides a summary of all new signed planning obligations and unilateral undertakings registered in the last financial year, an overall summary of receipts and where any contributions have been spent.

Recommendation

For the contents of this report to be noted

a) Reasons for Recommendation

To inform Members of the progress made on Section 106 matters between April 2010 and March 2011.

To ensure that the Council is operating a transparent and comprehensive framework for monitoring financial obligations.

b) Alternative Options

N/A

c) Risk Considerations

The risk associated with not monitoring legal agreements relating to planning applications is that the Council could be criticised for not operating a transparent and comprehensive framework for monitoring such financial and non-financial obligations.

Without adequate co-ordination Commuted Sums could be spent on inappropriate schemes and not on priorities identified within the Council's various plans and strategies. Without an adequate and co-ordinated system for monitoring Section 106 Agreements and any subsequent Commuted Sums it is possible that should deadlines expire, Secured sums would have to be returned (plus interest) to the developers and required community facilities / affordable housing would not be provided.

d) Policy and Budgetary Considerations

The improvement of the Section 106 Agreement system forms part of the Development Control Improvement Plan adopted in September 2004 and agreed with the former Office of the Deputy Prime Minister. It also assists in delivering the Council's priorities such as the provision of affordable housing and other community infrastructure.

e) Date for Review of Decision

June 2012

1 Background

- 1.1 This report relates to the management and allocation of resources accrued through planning obligations. The last annual report to Committee was in June 2010.
- 1.2 Planning Obligations, commonly known as Section 106 Agreements, were introduced following the Town and Country Planning Act 1990. Section 106 Agreements are legal agreements and are negotiated between a local authority and developers, and are intended to make a development proposal acceptable that in the absence of such an agreement would not allow planning permission to be granted. A planning obligation may only constitute a reason for granting planning permission for a development if the obligation is (a) necessary to make the development acceptable in planning terms, (b) directly related to the development and (c) fairly and reasonably related in scale to the proposed development and should only be used where planning conditions attached to a planning permission would not provide an alternative approach.
- 1.3 Most Section 106 Agreements result in projects being implemented directly by the planning applicant or developer or the provision of a financial sum (a commuted sum) for a project to be implemented directly by the Council.
- 1.4 The information used in this report is taken from statutory information held by Land Charges and from financial records held in Finance. The Land Charges list contains details of all planning obligations and unilateral undertakings signed under Section 106 of the Town and Country Planning Act 1990, as amended by the Planning and Compensation Act 1991.

2.0 Current Position and Update

- 2.1 Since the last report, 197 new planning obligations and unilateral undertakings have been signed. They cover a range of purposes from affordable housing, to open space payments and highway works, as well as restrictions on the use of land or buildings.
- 2.2 For a number of reasons developers do not implement all planning permissions and therefore if a planning permission is not implemented the associated Section 106 Agreement will also not be implemented. In addition we require a unilateral undertaking to be submitted prior to a planning application being decided and some of the 197 agreements will fall away if permission is refused or dismissed on appeal.
- 2.3 Not all of the agreements have financial implications, nor are all the payments due on signing of the obligation. In some cases, phased payments of the commuted sum have been negotiated and are not due until certain triggers have been met.
- 2.4 During 2010/11 the Council received an income of £767,419.46 from Section 106 Agreements in order to implement specific projects defined in the Agreements. This income does not necessarily relate to the 197 Section 106 Agreements agreed in 2010/11. It could relate to Agreements made in earlier years that have been triggered in 2010/11.

2.5 Overall Section 106 Capital Receipts held 31st March 2011

Categories	Resources held at 31.3.11
Affordable Housing	60,000.00
Education	223,846.18
Public Open Space - Play Capital - Sports Capital	526,796.01 353,875.12
Transport Related	29,000.00
Honiton Community Centre	500,000.00
Ottery Bridge and Cycle Route	257,179.00
Miscellaneous	45,000.00
Total	1,995,696.31

2.6 In addition, revenue receipts totalling £198,500.45 are held for the purposes of maintenance, monitoring, administration and to cover the costs of delivering participatory budgeting exercises. The Open Space maintenance balance of £135,225.64 is released over a ten year period from the capital project delivery to ensure maintenance of the new equipment.

3.0 Planning Obligation Expenditure – Capital Schemes

3.1 In the last financial year a total of £542,813.15 of Section 106 resources have been used for capital schemes with a revenue spend of £6,349.44, therefore a combined total of £549,162.59. This has been for a wide range of purposes including travel planning and access improvements, affordable housing, community centre build, new play areas and even a new bridge and cycle route.

3.2 In some cases, schemes have been wholly implemented using one or more Section 106 contributions, whilst in other cases, the Section 106 contribution has enabled match funding to be secured. For example the new play area at Millwey Rise in Axminster was developed with £47,000.00 Section 106 play capital, £40,000.00 grant funding (Playbuilders) and £1000.00 local fundraising by the Residents association.

4.0 Update on enhancing Section 106

4.1 During 20010/11 positive steps have continued to be made to implement the Audit Recommendations 2009/10 including:

- A new Open Space Policy is in the drafting stages following input from Town and Parish Councils across East Devon, this will allow a new Open Space Calculator to be developed and a wider area of spend.
- All of the historical Section 106 Agreements have now been scanned and are in the process of being converted into appropriate document types and entered into the Section 106 database. This will allow for quicker and more effective monitoring and spend.
- Additional Risks relating to Section 106 have now been added to the Corporate Risk Register in order to provide a more robust system of internal control.

5.0 The future of Section 106

5.1 The Coalition Government has committed to the continued introduction of the Community Infrastructure Levy (CIL). Alongside new incentives this provides a potentially powerful mechanism for ensuring the timely provision of infrastructure to support development.

5.2 The Community Infrastructure Levy came into force in April 2010. It allows local authorities in England to raise funds from developers undertaking new building projects in their area. The money can be used to fund a wide range of infrastructure that is needed as a result of development. This includes transport schemes, flood defences, schools, hospitals and other health and social care facilities, parks, district heating schemes, green spaces and leisure centres.

5.3 Presently the introduction of the Levy is discretionary, it becomes mandatory in 2014. The introduction of the Levy would remove the flexibility of site by site negotiations that the current Section 106 regime affords. Further work will need to be undertaken to get an operational Levy in place for the whole of East Devon District and to decide on which elements are still considered to be site specific and therefore remain a part of the traditional Section 106 negotiations.

Legal Implications

The report contains a summary of the statutory framework and the effect of the introduction of Community Infrastructure Levy.

Financial Implications

The financial implications are included in the report.

Background Papers

- Circular 05/2005: Planning Obligations (ODPM, 2005)
- Planning Obligations: Practice Guidance (Department of Communities and Local Government, 2006)
- Section 106 Annual Report 2009/10

Agenda Item 10

Overview and Scrutiny

24 November 2011

KL



Introduction of the Community Infrastructure Levy

Summary

The Coalition Government has committed to the continued introduction of the Community Infrastructure Levy. Alongside new incentives this provides a potentially powerful mechanism for ensuring the timely provision of infrastructure to support development. At the July meeting the Cabinet agreed in principle that the Levy should be introduced in association with the emerging Local Plan.

This paper sets out the main procedural issues that will need to be addressed and the likely timetable for establishing an operational Levy. It includes an update on the consideration that has been given to potential governance options for how the funds can be administered. It also sets out the main proposals from a current Government consultation for further amendments to the CIL regulations.

The Department for Communities and Local Government published for consultation potential amendments to the CIL regulations on the 10th October with a deadline for response of the 30th December 2011. A report will be going to Development Management Committee on the 6th December in order to provide a response.

Recommendation

It is recommended that Members;

- Note the main procedural issues that will need to be addressed in introducing the Levy and the likely timescales
- Note the consideration that has been given to potential governance options and arrangements
- Note the current Government consultation on future changes to the operation of the Levy

a) Reasons for Recommendation

To ensure that Members are aware of the progress that is being made towards the introduction of the CIL and the main procedural and administration issues that will need to be addressed.

b) Alternative Options

Not to secure the CIL until it becomes mandatory in 2014. The project is likely to require approximately two years work so the latest we could commence is 2012.

c) Risk Considerations

Charging rates – if these are set at too high a level it is unlikely that development would come forward and/or would negatively impact on securing affordable housing provision. This would also negatively impact on securing wider financial incentives such as the New Homes Bonus and, in the future, the retention of a proportion of business rate growth. This risk can be managed through the technical work on viability that will need to underpin introduction of the Levy.

Expectation management – the Levy is unlikely to secure the amount of funding required to finance the full range of anticipated infrastructure improvements. Careful prioritisation and expectation management will therefore be required.

Legislative – further changes to the CIL Regulations will impact on how it is introduced, notably in relation to whether affordable housing is brought within the definition of infrastructure and at what level the meaningful proportion that is passed on to parish and town councils is set.

d) Policy and Budgetary Considerations

The introduction of the Levy will represent an important means for securing funding for essential infrastructure improvements. It will therefore play an important role in delivering the development strategy for the District including helping to meet community aspirations. The precise level of funding raised by the Levy will be determined by the rate at which the Levy is set and the level of development that comes forward.

e) Date for Review of Decision

It is not expected to be able to get an operational Levy in place for the District before the summer of 2013. Progress can be reviewed periodically during this time.

1.0 Background

1.1 The Community Infrastructure Levy (CIL) came into force in April 2010. It allows local authorities in England to raise funds from developers undertaking new building projects in their area. The money can be used to fund a wide range of infrastructure that is needed as a result of development. This includes transport schemes, flood defences, schools, hospitals and other health and social care facilities, parks, district heating schemes, green space and leisure centres as well as local community facilities such as village halls,

1.2 The charging authorities for the Levy are District Councils. Charging authorities wishing to charge the Levy must produce a charging schedule setting out the Levy's rates in the area. The Levy should normally be implemented on the basis of an up to date development plan.

2.0 Procedural requirements

2.1 The critical document in introducing the Levy is the publication of a Charging Schedule. This needs to set out the Levy rates for different types of development, potentially on a differentiated basis across the District. The Charging Schedule needs to be the subject of two rounds of consultation and an examination by an independent Inspector. It needs to be underpinned by a robust evidence base on the impact of the Levy on development viability. Subject to successfully negotiating the examination stage the Charging Schedule will need to receive a resolution to adopt from full

Council before it can be become operational.

- 2.2 The following are likely to be the key considerations in successfully introducing the Levy in the District;

Timetable

- 2.3 The appropriate evidence for a CIL Charging Schedule must include an up-to-date development strategy. Therefore its progression must be in step with the development of the Core Strategy/Local Plan. Procedurally there is an option to hold a joint examination of both the Core Strategy and the Charging Schedule. Whilst this will have resource implications it is likely to be the quickest way of getting the Levy implemented although realistically this is still not likely to be before the summer of 2013.

Development Viability

- 2.4 The CIL regulations make it clear that in setting rates in a Charging Schedule, a charging authority must aim to strike an appropriate balance between the desirability of securing funding for infrastructure and the potential effects of the imposition of the Levy on economic viability of development across its area. This is a critical area and likely to be the main focus of the examination. The viability assessment needs to consider the full cost impacts of the development strategy including the provision of affordable housing and other standards, such as with regard to sustainable construction.

Differential Rates

- 2.5 The CIL regulations allow charging authorities to set differential rates for different zones in which development would be situated. An important first step will be to determine whether, on the basis of the evidence, there is a rational for establishing different zones with different charging rates. For example this may be between the coastal area, the main towns and the rural areas. Different uses of development may also have different levy rates. The obvious distinction here is between residential and non-residential development. There could be finer grain distinctions between this, for example between supermarkets and offices.
- 2.6 In setting differential rates a charging authority may set supplementary charges, nil rates, increased rates or reductions. It is important to emphasise though that the Levy is not a policy tool. The charging rate must be a function of the consistent interpretation of the evidence base. Recent events in other parts of the country suggest that if a particular form of development were to be zero rated for the Levy when the evidence base suggests that it could sustain some form of charge then this may constitute State Aid.

Exemptions and relief

- 2.7 The CIL regulations provide for various exemptions (for example minor development

such as extensions which will be less than 100 sq.m) and discretionary relief including for charities and social housing. The regulation also provide for the opportunity for charging authorities to make relief for exceptional circumstances. Again it is important to emphasis that once established it is expected that the Levy rates will apply to the vast majority of development. There is little flexibility in this respect.

Planning obligations

- 2.8 The facility to enter into a negotiated planning obligation using section 106 of the 1990 Act will remain when CIL is introduced. However the CIL regulations tighten up on the use of these agreements and make the tests legally binding. There will need to be rigid delineation between use of section 106 agreements and the CIL. If funding for an infrastructure improvement is collected through the Levy it cannot also be the subject of a section 106 agreement.
- 2.9 In terms of transitional arrangements it is not expected that extant planning permissions will be the subject of CIL. For example reserved matters applications would not be liable to pay the Levy. This position would be different for applications to renew planning permissions.

Localism Bill and amendments to the CIL Regulations

The Government launched a consultation on the 10th October on potential amendments to the CIL Regulations. The need for this has arisen in part from the passage of the Localism Bill. For example clause 103 requires charging authorities to pass a meaningful proportion of receipts arising from development to the neighbourhoods where development takes place. The consultation seeks views on a number of proposals including to;

- Implement neighbourhood funds
- Allow receipts to be used to provide affordable housing
- Require charging authorities to report openly and regularly on receipts and expenditure to improve transparency and understanding of the contribution that developers are making and how those funds are used.

The consultation raises significant issues which will need to be carefully considered in ensuring the successful introduction of and transition to the Levy regime. The consultation confirms that the duty to pass on a meaningful proportion of the funds raised through the Levy should apply where there is a locally elected council (a parish or town council). The Government intends to specify a minimum percentage of receipts that should be passed over in this way and seeks views as to what level this should be set at. Equally the ability to use Levy receipts to help deliver affordable housing raises some very significant tactical issues about how best to secure affordable housing provision in the District.

Clearly a key dimension of a successful transition to the Levy regime will be ensuring

that the necessary systems and processes are in place. The Levy will be much more flexible in terms of developing a funding pot that is not necessarily directly predicated towards specific infrastructure improvements. It will however require careful administration and project management to ensure that infrastructure priorities are delivered and community aspirations met, including in relation to the meaningful proportion of revenues that go to parish and town councils.

The deadline for responses to the consultation is the 30th December. It will be important to respond in full to this consultation including highlighting the practical application and implications of the proposals. For example the emerging Local Plan includes potential development sites which whilst they are physically located in a particular parish have a strong functional relationship with an adjacent and adjoining parish. An example includes the Goodmoors Farm development which straddles the administrative boundary between Lymington and Exmouth.

3.0 Governance arrangements

- 3.1 A key change from the current section 106 regime is that there is no longer a direct umbilical relationship between financial payments and securing particular infrastructure improvements that is enshrined within a specific legal agreement. Rather funds which are raised through the Levy are in effect pooled to be deployed against the list of infrastructure identified in the Infrastructure Delivery Plan. The CIL is a much more flexible tool in this respect. However with this flexibility comes new challenges in terms of governance structures and ensuring that necessary infrastructure is delivered in a timely and cost effective manner. For example a balance will need to be struck between funding for strategic as opposed to local infrastructure. In a two tier local government structure the relationship with the County Council, for example in securing education and transport improvements, will be important. Equally local communities will receive a 'meaningful proportion' of the collected funds to help realise community aspirations, for example as expressed in neighbourhood plans.
- 3.2 National legislation does not set out any particular regulations concerning how the CIL should be governed. It does not form part of the process for getting an operational CIL in place. Nonetheless it is prudent to consider governance arrangements at an early stage. Such matters need to be negotiated between all relevant parties so as to facilitate delivery as and when needed and on a co-ordinated basis in line with the Infrastructure Delivery Plan.
- 3.3 That such a process takes place is a clear expectation set out in the emerging National Planning Policy Framework. Paragraph 46 states;

Local Planning Authorities will be expected to demonstrate evidence of having successfully cooperated to plan for issues with cross –boundary impacts when their local plans are submitted for examination. This could be by way of plans or policies prepared as part of a joint committee, a memorandum of understanding or a jointly prepared strategy which is presented as evidence of an agreed position. Cooperation should be a continuous process of engagement from initial thinking through to

implementation, resulting in a final position where plans are in place to provide the infrastructure necessary to support current and projected future levels of development'.

Paragraph 47 goes on to state that *'As part of this process they should consider producing joint planning policies on strategic matters and informal strategies such as joint infrastructure and investment plans'.*

Stakeholders

3.4 In addition to meeting the Council's own corporate objectives the governance structure will also need to manage the expectations of the following stakeholder groups;

Local communities – forthcoming amendments to the CIL regulations will mean that a 'meaningful proportion' of Levy revenues collected in a particular locality will need to be redeployed locally to help meet community aspirations

Devon County Council – improvements to transport infrastructure and education facilities will form a key part of the package of infrastructure required to support future development and growth. It will need to be understood what alignment with and leverage over the County's own capital programmes can be achieved to secure these improvements.

Adjacent Councils – Exeter City, Teignbridge and Mid Devon Districts are all committed to introducing the Levy. Delivery of sub-regional infrastructure improvements will require agreement to be reached on a cross boundary basis. The relationship with authorities in Dorset and Somerset will also need to be considered.

Statutory agencies – in order to ensure that they do not put a block on development both the Highways Agency and Natural England will need to be assured that progress is being made in terms of safeguarding European habitats and the operation of the Strategic Highway Network.

Private sector – developers have a legitimate expectation that having made Levy payments critical infrastructure improvements that will impact on the future timing and phasing of their developments will be progressed.

Registered Providers - given the relationship between the Levy and affordable housing provision Registered Providers will take a keen interest in the operation of the Levy and how it can help to bring forward affordable housing provision.

In order to resolve potentially competing demands a robust governance structure is required. A cross County meeting of Heads of Planning and their CIL Officers is being set up, led by EDDC, to debate a common approach.

Growth Point area

3.5 In recognition of the cross boundary impacts of infrastructure provision work has been commissioned to support the introduction of the Levy in the Growth Point area which

straddles three LPA areas. The Core Strategy for Exeter City has recently completed its examination in public and it is expected that the Levy will be operational in September 2012. The viability work underpinning the Charging Schedule is looking more broadly than the City Council area at the wider Growth Point developments including the West End and the south west urban extension in Teignbridge. This will help to ensure that the Levy is introduced on an aligned (but not joint) basis across this wider functional area. There will also be the opportunity to learn from the City Council's experience which will help to introduce the Levy in the District.

Governance Options

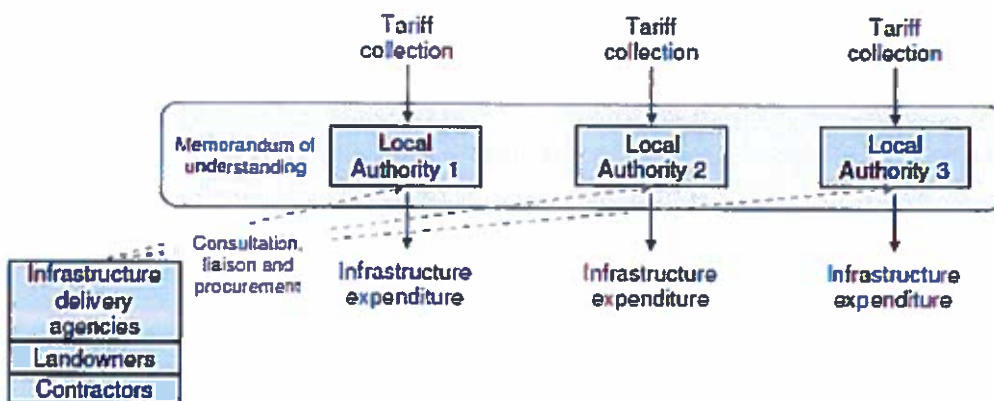
3.8 The Exeter and Heart of Devon Growth Board considered a paper at its July meeting on potential CIL governance arrangements. The paper recognized that in order to be robust future governance arrangements would need to be both horizontally (with adjacent District Councils) and vertically (upwards to the County Council and downwards to local communities) integrated. The Cabinet has subsequently considered a paper which set out two main options for governance structures. Essentially the basic choice is between;

A collaborative approach – an informed collaborative approach to decision making, possible through a Memorandum of Understanding or similar agreement

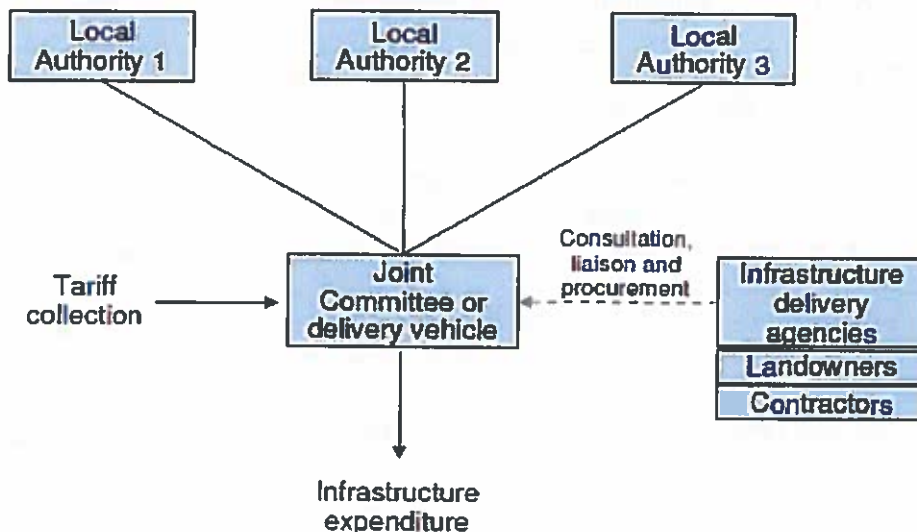
Joint Committee or Delivery Vehicle - this would represent a more formal vehicle, possibly with delegated powers

These two options are represented diagrammatically below;

Option 1: Collaboration



Option 2: Joint Committee or delivery vehicle



3.12 It was considered that a more formal structure would provide the best way forward in the future. This will need to be worked up in detail with adjoining authorities. As well as an approach which is integrated on a horizontal axis the 'vertical' aspects of integration will also need to be considered. This applies both upwards to the County Council and downwards to the local communities. Ultimately the governance arrangements will need to be able to determine;

- How much will be spent on particular infrastructure improvements during the course of the year
- What the meaningful proportion for local communities constitutes
- What proportion will be saved in order to help deliver big ticket items in future years

3.14 An important part of this process will be to establish the fit with wider capital programmes, including with third parties such as utility providers, to ensure that available resources can be stretched. This will help to ensure both the timely and cost effective provision of infrastructure.

4.0 Conclusion

4.1 The Community Infrastructure Levy presents a potentially powerful means of securing funding for infrastructure. Alongside the introduction of other financial incentives and mechanisms it also represents an important part of the response to the shift towards a self-supporting financial model.

4.2 The paper illustrates that in order to fulfil procedural requirements and to stay in step with the progression of the Local Plan it will be some time before the Levy is operational in the District. Nonetheless it is prudent to consider now how the transition to this regime can be achieved smoothly. This will require careful consideration of a number of factors including ensuring that robust governance arrangements are put in place and determining how the provision of affordable housing can best be achieved.

Legal Implications

DCLG's document *Community Infrastructure Levy: an Overview* (<http://www.communities.gov.uk/documents/planningandbuilding/pdf/1897278.pdf>) contains important guidance on the interrelationship of CIL and s106 planning obligations, so as to prevent overlap of the two regimes:

"60. in order to ensure that planning obligations and the levy can operate in a complementary way and the purposes of the two regimes are clarified, the regulations scale back the way planning obligations operate. Limitations are placed on the use of planning obligations in three respects:

- i) putting the Government's policy tests on the use of planning obligations set out in Circular 5/05 *Planning obligations* on a statutory basis for developments which are capable of being charged the levy
- ii) ensuring the local use of the levy and planning obligations does not overlap; and
- iii) limiting pooled contributions from planning obligations towards infrastructure which may be funded by the levy

67. On the local adoption of the levy or nationally after a transitional period of four years (6 April 2014), the regulations restrict the local use of planning obligations for pooled contributions towards items that may be funded via the levy. The levy is the government's preferred vehicle for the collection of pooled contributions.

68. Pooled contributions may be sought from up to five separate planning obligations for an item of infrastructure that is not locally intended to be funded by the levy. The limit of five applies as well to types of general infrastructure contributions, such as education and transport. In assessing whether five separate planning obligations have already been entered into for a specific infrastructure project or a type of infrastructure, local planning authorities must look over agreements that have been entered into since 6 April 2010."

Financial Implications

There are no financial implications arising from the recommendation although the implications when the levy is introduced will be significant.

Consultation on Reports to the Cabinet

The Introduction of the Community Infrastructure Levy to secure the Delivery of Infrastructure in Association with Planning Permissions, July 2011.

Background Papers

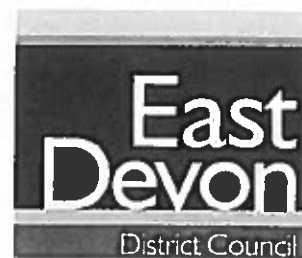
- Planning Act 2008
- The Community Infrastructure Levy Regulations 2010
- The Community Infrastructure Levy (Amendment) Regulations 2011
- Community Infrastructure Levy: Detailed Proposals and Draft Regulations for Reform Consultation, October 2011 (<http://www.communities.gov.uk/publications/planningandbuilding/cilreformconsultation>)
- Exeter and Heart of Devon Growth Board July 26th 2011, Agenda item 3, Governance arrangements for the Community Infrastructure Levy

Agenda Item 12

Overview and Scrutiny Committee

24 November 2011

Quarterly Monitoring report



Quarterly Monitoring of Performance – 2nd Quarter 2011/12

Summary

Performance information by Corporate Priority for the 2nd Quarter is attached to this report to allow Members to monitor overall performance and identify any areas where improvement may be necessary.

Recommendation

It is recommended that Members consider performance against Service Plan Key Service Objectives and Performance Measures for the 2nd quarter of 2011/12.

a) Reasons for Recommendation

This report demonstrates our progress in achieving our Corporate Priorities by means of Service Plan Key Strategic Objectives and Performance Indicators, including Systems Thinking Measures. Addressing these areas will ensure the continuous improvement of services and the Council overall.

b) Alternative Options

None.

c) Risk Considerations

A failure to make satisfactory progress in addressing the areas of concern may lead to the Council being criticised by its customers and inspectors in a future inspection and could also compromise the Council's reputation and budgets.

d) Policy and Budgetary Considerations

One of our corporate priorities is 'Excellent services for our customers' and these performance reports help members understand whether we are improving services from our customers' point of view. Quarterly and monthly performance monitoring conforms with existing Council policy and the Council's current budget. However, any consequent improvement action could have policy and financial implications.

Positive Impact Overall

Affordable Homes.

Thriving Economy.

Safe Environment.

Clean Environment.

Green Environment.

Recycling.

Excellent Customer Service.
Inspirational Council.
Providing more service at same cost.
Create Cashable Savings

e) **Date for Review of Decision**

Monitoring of the performance of Service Plan Key Service Objectives and Performance Indicators, including Systems Thinking Measures, is carried out by the Committee at the end of each quarter.

Key Issues and how they are being addressed

1. Finance

Customer Service Centre (CSC)

There have been a number of customer comments with regard to broken food caddies and recycling boxes. We are exploring the cause of this issue with SITA so that it can be addressed.

Revenues & Benefits

There is a requirement to introduce McFarlane phone system into the Benefits Team providing them with the ability to record customer's changes of circumstances.

In the last quarter the key issue for Revenues & Benefits was that Benefits Customers seemed to be unclear as to when their payments were due. This appears to have been addressed through the publication of a payment calendar sent to customers. Calls have now fallen on this issue, but we will continue to monitor closely to determine if this has solved the issue.

Financial Services

Working towards payment in advance, rather than raising a debtor's invoice after the event but, long progress as we work our way around each department, learn their different procedures etc.

2. Environment

Environmental Health

Significant number of calls to Environmental health required a call back with technical advice and could not be dealt with at first point of contact. Generated significant amount of failure demand. Office based duty Technical Officer introduced on trial basis to take and give immediate response to technical enquiries

StreetScene

Demands for Streetscene services at weekends not always able to be met due to 5 day working arrangements. Seven day working trial underway showing greater responsiveness of service and savings in overtime costs but there are issues being stretched on some days. Trial to be reviewed in November.

New Hand Arm Vibration regulations have placed restrictions on time Streetscene workers can use power tools. This is having a significant impact particularly on grounds maintenance and the use of strimmers, chainsaws, mowers etc. Alternative working methods and equipment are being trialed and different approaches to maintenance of open space are being considered

3. Economy

Planning

Find a way to deliver infrastructure (physical and social) to support new development in the District: The Local Plan Panel is due to report to the Development Management Committee on 18th November with its proposals for new development for the next 20 years in the District. We will shortly commission consultants to commence work on the community infrastructure levy (CIL) charging schedule for the rest of the District, following the completion of the work on the New Growth Point Area. Reports have been going to Cabinet, Overview and Scrutiny Committee and Development Management Committee on both CIL and an Upfront Revolving Infrastructure Fund. A new consultation has appeared on the draft regulations for CIL which we need to respond to.

Estates

Management of the Council's assets: The electronic property register is all but complete. The outstanding issue is the finance element and the officer who has been doing the work has secured another job in the Council. There has been combined finance and economy Think Tank meetings on the Principles for Managing Assets for commercial return and community benefit. A presentation by the Head of Assets for Locality on community asset transfer has raised issues that need to be addressed. Council is being used as a guinea pig for whole life costings of community buildings as part of the foundation work for any community transfers. Also looking at active business financial planning for each of the Councils assets.

Economic Development

Providing support to local businesses (including visitor based ones) for the benefit of the economy of the District: A Economic Strategy has been drafted and consulted on with specialist stakeholders prior to a wider consultation exercise at the end of the year in concert with the Council Plan, Local Plan and other subjects specific strategy. Updated economic policies have been proposed for the Local Plan. Council is working with the East Devon Business Forum and the Local Enterprise Partnership (LEP) to help secure maximum economic benefit in the New Growth Point Area.

4. Housing

Budget control and preparations for 2012/13

Expenditure on Housing Revenue Account services is being restrained this year to counteract an overspend last financial year. This will enable us to replenish the HRA surplus to the recommended £1 million. This will be good preparation for the self-financing regime being introduced as part of the Localism Bill and due to commence in April 2012. The Housing Revenue Account Business Plan has been revised using the assumptions in the guidance on self-financing, and we are seeking treasury advice on servicing the debt that Government will be passing on to us in return for freedoms and flexibilities. We are working with DCC to protect our Supporting People income and maintain services for vulnerable people in sheltered housing and Home Safeguard.

Re-tendering of the responsive repairs and work to void property contract

We are evaluating the Pre-Qualification Questionnaire returns received in response to our European procurement advertisement for this contract. The shortlisted, suitable applicants will be invited to complete our Invitation to Tender document, which is the next stage in selecting suitable contractor(s) to maintain tenant's homes. The process requires careful attention to detail when specifying the client's requirements as this will determine the service provided for tenants for the next five years. This re-specification of the service also

allows for a number of Systems Thinking and partnering principles to be built into the contract requirements.

Reducing empty homes

We are implementing our adopted Empty Homes Strategy and targeting long term empty properties for attention. We have raised the profile of this issue in recent months as part of our campaign to make good use of the existing housing stock. Statutory enforcement action is being taken in respect of several long dilapidated properties and a refreshed approach to 'living over the shop' is being developed with a member champion. The Homes and Communities Think Tank is also looking for innovative ways of progressing our aim of reducing the number of empty homes in the district.

5. ICT

Business Solutions Capacity

One of our key Systems Analysts has gone on long term sick which has exacerbated an already fraught position. A request will be made for a backfill, a short term contract position to enable the Integrated Mobile Working and other projects and maintenance work to continue.

ICT Security work for Code of Connection

There is still a lot of work remaining to comply with the CoCo requirements before our anticipated audit in January 2012. This work has had to be prioritised with the ICT support staff so that we can as much as possible completed before launching into the major IT projects in December.

Members IT

The latest remote access connectivity is not being well received by all members. Although the connectivity meets security considerations usability may be lacking. These concerns will be taken into account when solutions are designed for the "Paperless Committee" project and may require the council to backtrack on not providing IT equipment to members. This is being discussed with the Portfolio Holder.

6. A report showing the measures recorded quarterly by the council appear in Appendix A. This appendix is arranged by Priority Outcome and consists of a detailed breakdown of measures (excluding those which are showing 'Normal' or 'on track' performance) and then a summary bar chart showing progress towards the Priority Outcome.

7. An explanation and definitions of these measures can be found in Appendix B.

Legal Implications

No legal comments are required.

Financial Implications

No direct financial implications.

Consultation on Reports to the Executive

Relevant Directors, Heads and Officers have contributed to the appendices.

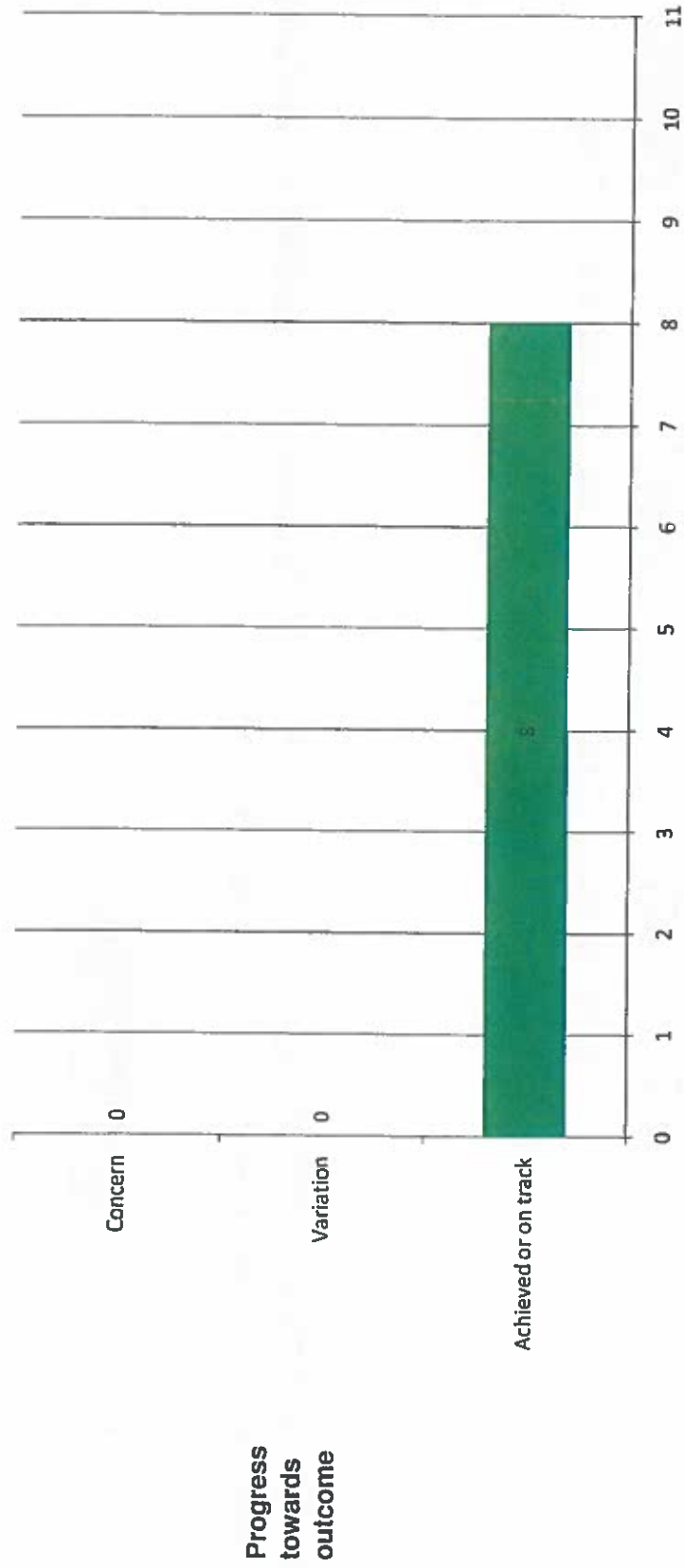
Background Papers

Appendix A – Detailed Measures report plus bar chart summary for each Priority Outcome.
Appendix B – Explanation and Definitions.

PRIORITY ONE: Thriving Communities

a. Outcome Make more affordable homes available for our residents

Quarter Two Results 2011/12



Number of Measures
(Total measures for outcome = 8)

Measures which are on track do not show in the full report attached but show as green above

Priority 1a 2011-12

Quarterly report for 2011/2012
Arranged by Aims

Filtered by Aim: Outcome Make more affordable homes available for our residents
 Filtered by Performance Status: Include PI Status: Achieved, Concern, Variation, Excellent, No Target, Not calculable
 Include Objective Status: Concern, Variation, Achieved

Key to Performance Status:

Key Strategic Objectives: No Data available Milestone Missed Normal Concern Variation Achieved

Performance Indicators: No Data Concern Variation Achieved Excellent

Key to +/- Column:

+ Higher figures are better - Lower figures are better OFF Direction cannot be determined

* indicates that an entity is linked to the Aim by its parent Service

Priority 1a 2011-12

Outcome: Make more affordable homes available for our residents

Performance Indicators

Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
NI155 Number of affordable homes delivered (gross) (LAA)	+	108		24	35		

Management Notes:
(Quarter 1 - 2)

Affordable housing output is broadly in line with delivery predictions. Expected increase in output in Q3 & Q4, should deliver circa 147 affordable homes by the end of this period.

(PL)

NI156 Number of households living in temporary accommodation

27

24

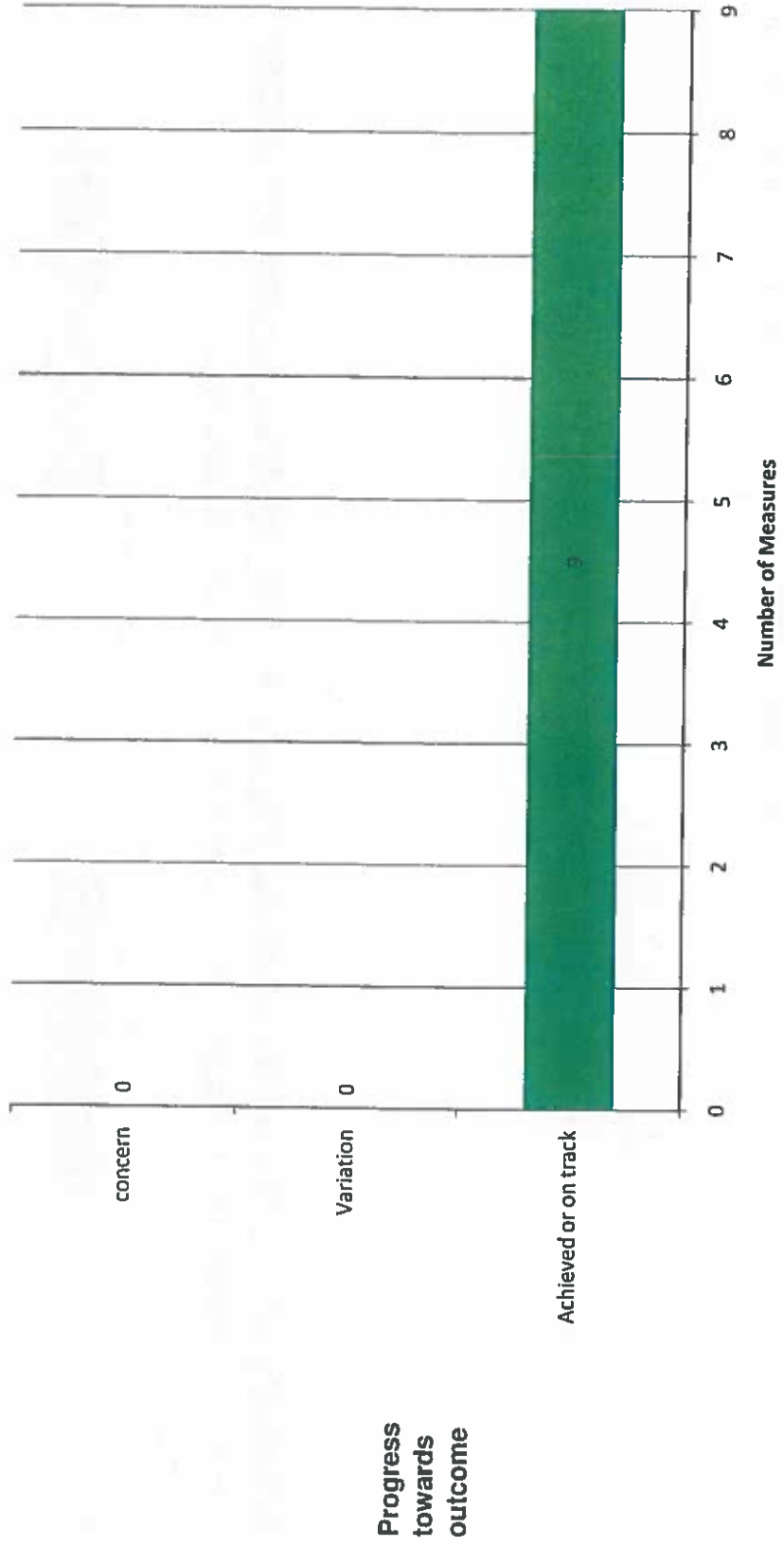
23

Management Notes:

PRIORITY ONE: Thriving Communities

b. Outcome Maintain residents' high satisfaction with their area and home as places to live

Quarter Two Results 2011/12



(Total measures for outcome = 9)

Measures which are on track do not show in the detailed report attached but show as green above

Priority 1b 2011-12

Quarterly report for 2011/2012

Arranged by Aims

Filtered by Aim: Outcome Maintain residents' high satisfaction with their area and home as places to live
 Filtered by Performance Status: Include PI Status: Achieved, Concern, Variation, Excellent, No Target, Not calculable
 Include Objective Status: Concern, Variation, Achieved

Key to Performance Status:

Key Strategic Objectives:

Performance Indicators:

Key to +/- Column:

Higher figures are better Lower figures are better Direction cannot be determined

* indicates that an entity is linked to the Aim by its parent Service

Priority 1b 2011-12

Outcome: Maintain residents' high satisfaction with their area and home as places to live

Performance Indicators

Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
Nr158 % non-decent council homes	-	0.0	0 (2/4)	0	0		

Management Notes:

(Quarter 1 - 2)

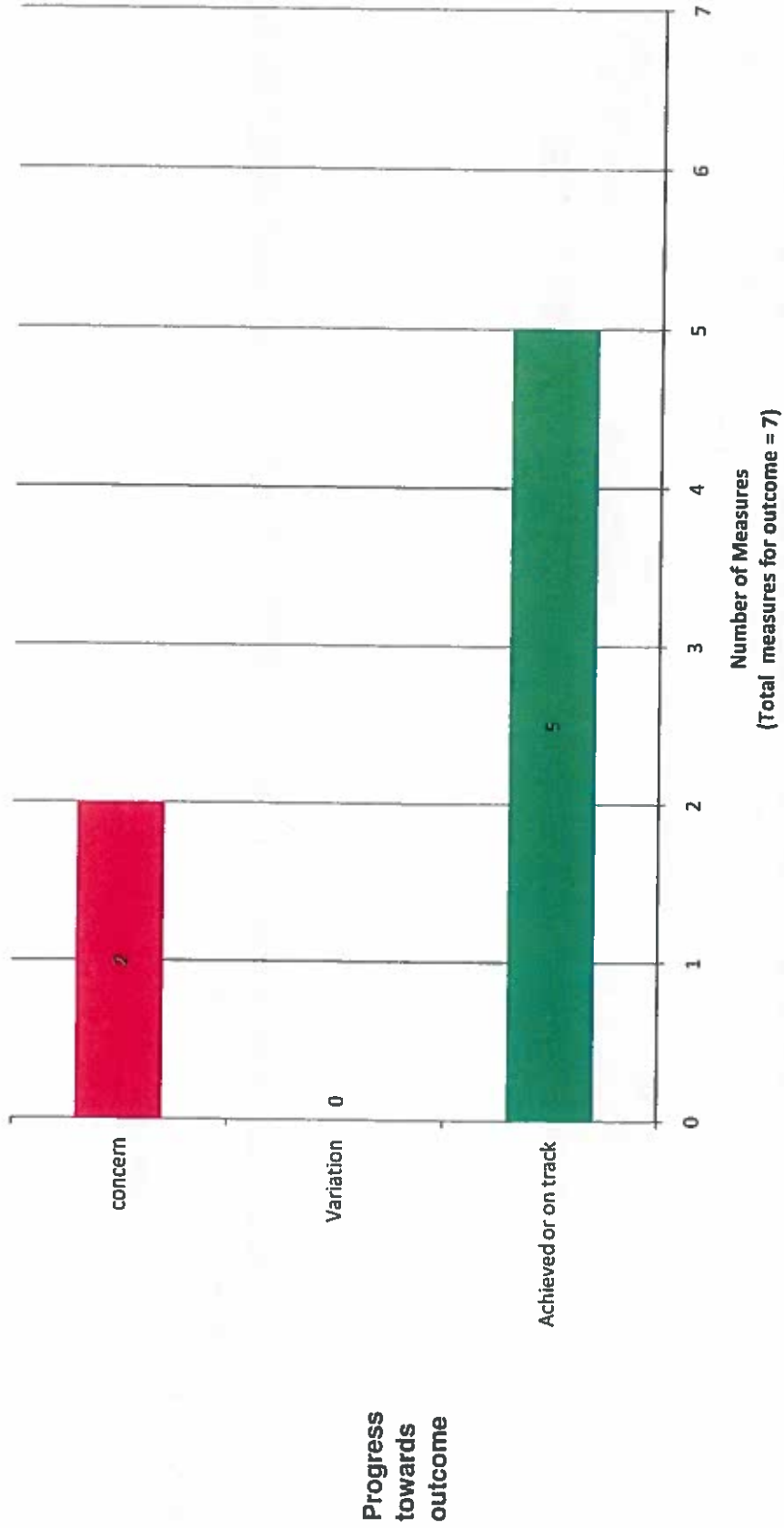
Whilst we have consistently reported compliance with the Decent Homes Standard the past few years the recent housing stock condition survey does indicate some homes require upgrading perhaps where the tenant has refused access for improvement work. These properties are upgraded through inclusion in our modernisation programmes or on change of tenancy when brought to our attention.

(JG)

PRIORITY ONE: Thriving Communities

c. Outcome Delivery of strategic employment sites in the West of the District

Quarter Two Results 2011/12



Measures which are on track do not show in the detailed report attached but show as green above

Priority 1c 2011-12

Quarterly report for 2011/2012
Arranged by Aims

Filtered by Aim: Outcome Delivery of strategic employment sites in the West of the District
Filtered by Performance Status: Include PI Status: Achieved, Concern, Variation, Excellent, No Target, Not calculable
Include Objective Status: Concern, Variation, Achieved

Key to Performance Status:

Key Strategic Objectives: No Data available Milestone Missed Normal Concern Variation Achieved Excellent

Performance Indicators: No Data Concern Variation Achieved Excellent

Key to +/- Column:

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Priority 1c 2011-12

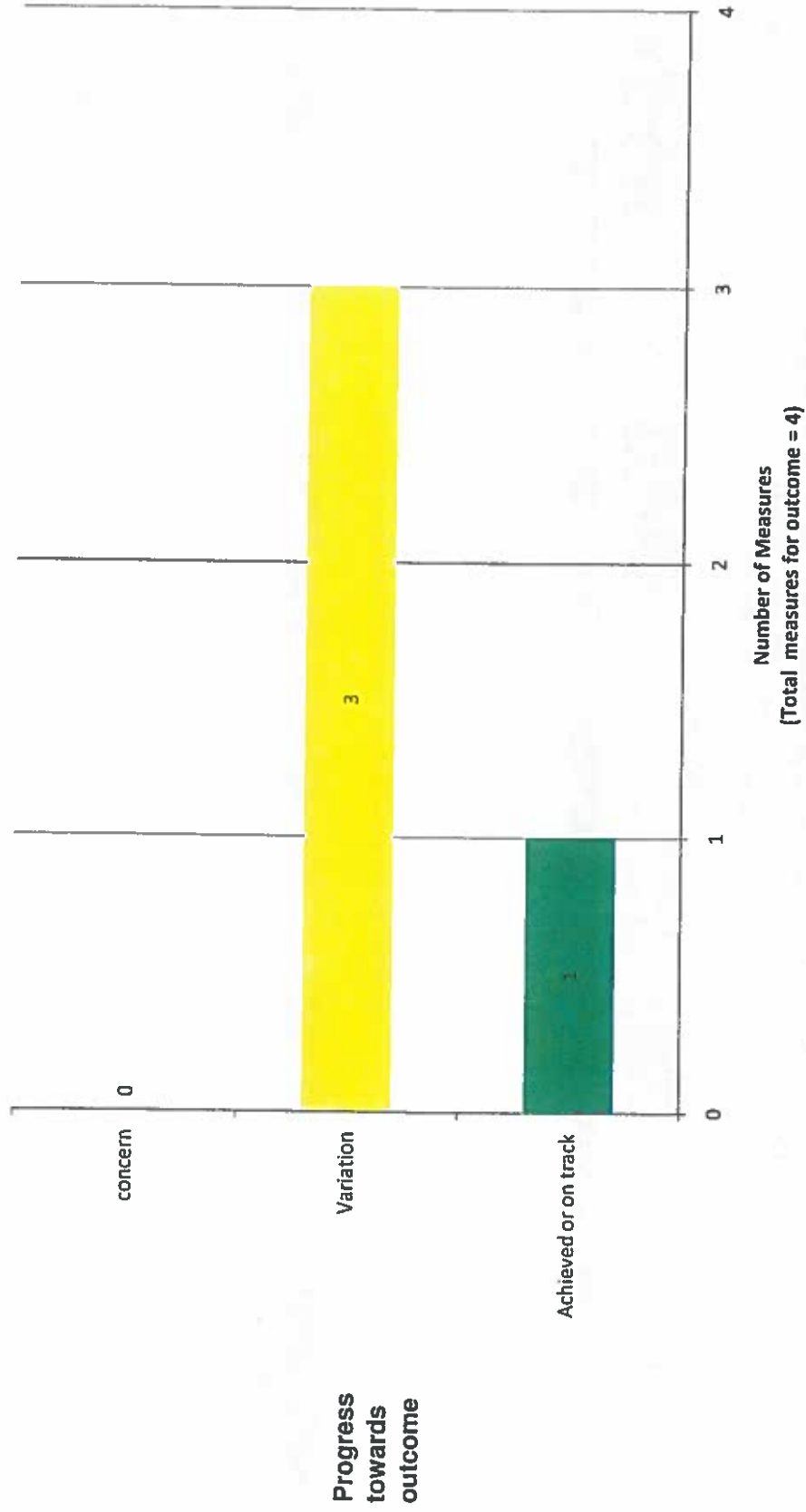
Outcome: Delivery of strategic employment sites in the West of the District

Key Strategic Objectives

Objective Title Status	Comments	Budget	Officer Notes
Achieved	Flybe Academy to open before the end of 2011 creating of 15 jobs initially & 45 jobs in phase 2		Resources: The Growth Point Team (TA)
Concern	Skypark to have progressed to building works on site by 2011.		Resources: External Funding and the Growth Point Team (TA)
Concern	To facilitate the delivery of the early stage buildings on phase 1 of the Science Park		Resources: £250,000 Revenue, the Growth Point Team and External Funding (TA)

PRIORITY ONE: Thriving Communities

d. Outcome Regeneration of Exmouth and Seaton Quarter Two Results 2011/12



Measures which are on track do not show in the detailed report attached but show as green above

Priority 1d 2011-12

Quarterly report for 2011/2012
Arranged by Aims

Filtered by Aim: Outcome Regeneration of Exmouth and Seaton
Filtered by Performance Status: Include PI Status: Achieved, Concern, Variation, Excellent, No Target, Not calculable
Include Objective Status: Concern, Variation, Achieved

Key to Performance Status:

Key Strategic Objectives:

Performance Indicators:

Key to +/- Column:

Higher figures are better Lower figures are better Direction cannot be determined

* Indicates that an entity is linked to the Aim by its parent Service

Priority 1d 2011-12

Outcome: Regeneration of Exmouth and Seaton

Key Strategic Objectives

Objective Status	Objective Title	Comments	Budget	Officer Notes
Variation	Project manage the delivery of a commercial building in the Strand Gardens	Original building given planning permission although due to cost and public concern decision taken to reduce the scale of the building. Devon County Council to submit a new planning application shortly		Resources: £1,000,000 Capital, Corporate Director & Estates Team (TA)
Variation	Provide £1.83 million of funding towards the Seaton Interpretation Centre.	Cabinet decision in July has meant that Land agreement triggering capital receipt has had to be renegotiated. Once the amended agreement is in place, the '2nd payment' of £1.7 million will be paid. £100,000 already paid of the overall £1.955 million receipt agreed.		Resources: £1,830,000 in Capital and Corporate Director & Estates Team (TA)
Variation	Provide £80,000 towards improving youth facilities in Seaton and match funding of £45,000	Cabinet decision in July has meant that Land agreement triggering capital receipt has had to be renegotiated. Once the amended agreement is in place, the '2nd payment' of £1.7 million will be paid. £100,000 already paid of the overall £1.955 million receipt agreed. £45,000 has already been committed to the appointment of a Town		Resources: £80,000 Capital, £45,000 Revenue and Economic

Outcome: Regeneration of Exmouth and Seaton

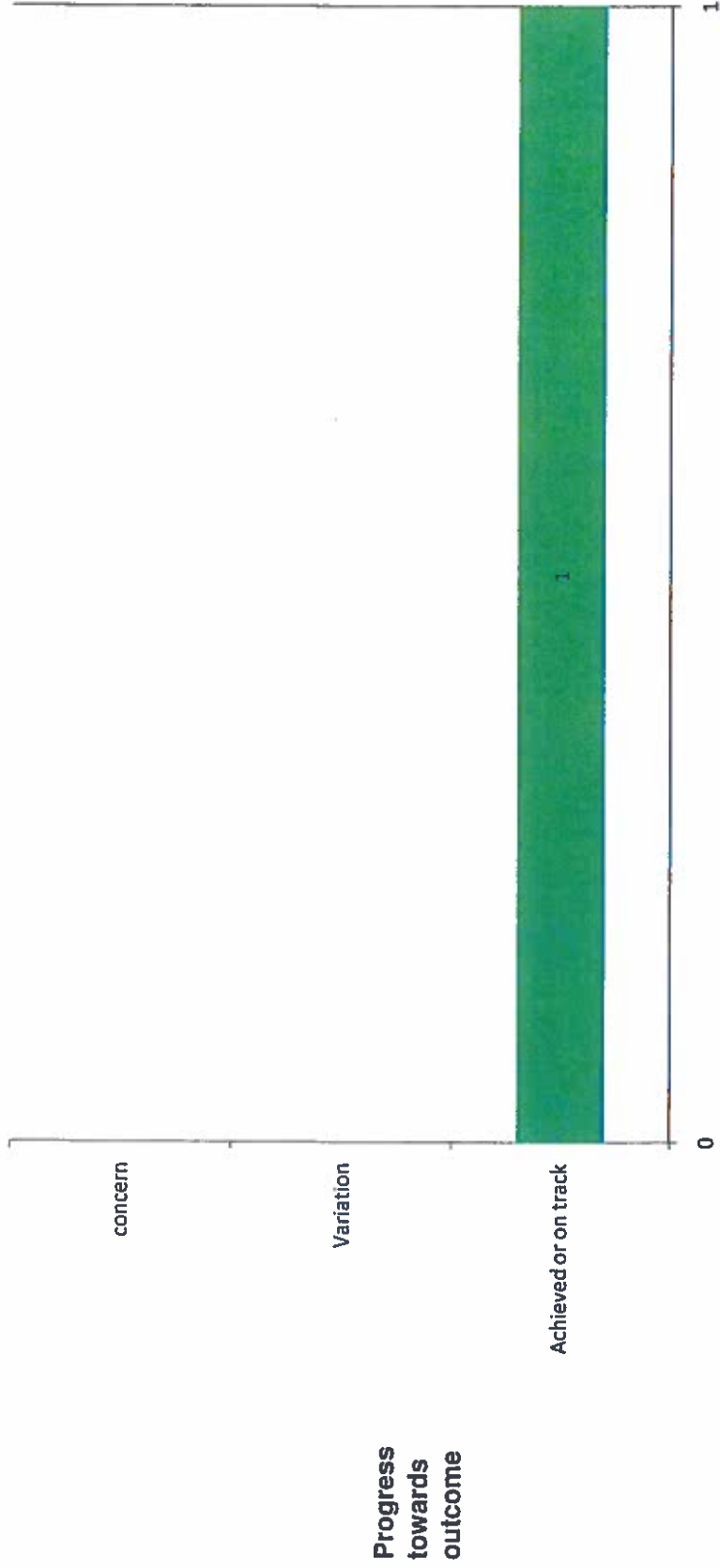
Key Strategic Objectives

Objective Title Status	Comments	Budget Officer Notes
	Development Manager. The £80,000 commitment towards improved youth facilities is for a scheme proposed by the Town Council at Elizabeth Road Playing Fields (which the Council gave to the Town Council in lieu of the former Youth Centre land at the Underfleet). The Town Council have not moved this project forward since the Council's undertaking in December 2009 to assist with an £80,000 contribution to the scheme.	Development & Estates Team (TA)

PRIORITY ONE: Thriving Communities

e. Outcome Delivery of economic growth throughout the District

Quarter Two Results 2011/12



Number of Measures
(Total measures for outcome = 1)

Measures which are on track do not show in the detailed report attached but show as green above

Priority 1e 2011-12

Quarterly report for 2011/2012
Arranged by Aims

Filtered by Aim: Outcome Delivery of economic growth throughout the District
 Filtered by Performance Status: Include PI Status: Achieved, Concern, Variation, Excellent, No Target, Not calculable
 Include Objective Status: Concern, Variation, Achieved

Key to Performance Status:

Key Strategic Objectives: No Data available Milestone Missed Normal Concern Variation Variation Achieved Excellent Achieved

Performance Indicators: No Data Concern Variation Achieved Excellent

Key to +/- Column:

+ Higher figures are better - Lower figures are better OFF Direction cannot be determined

* Indicates that an entity is linked to the Aim by its parent Service

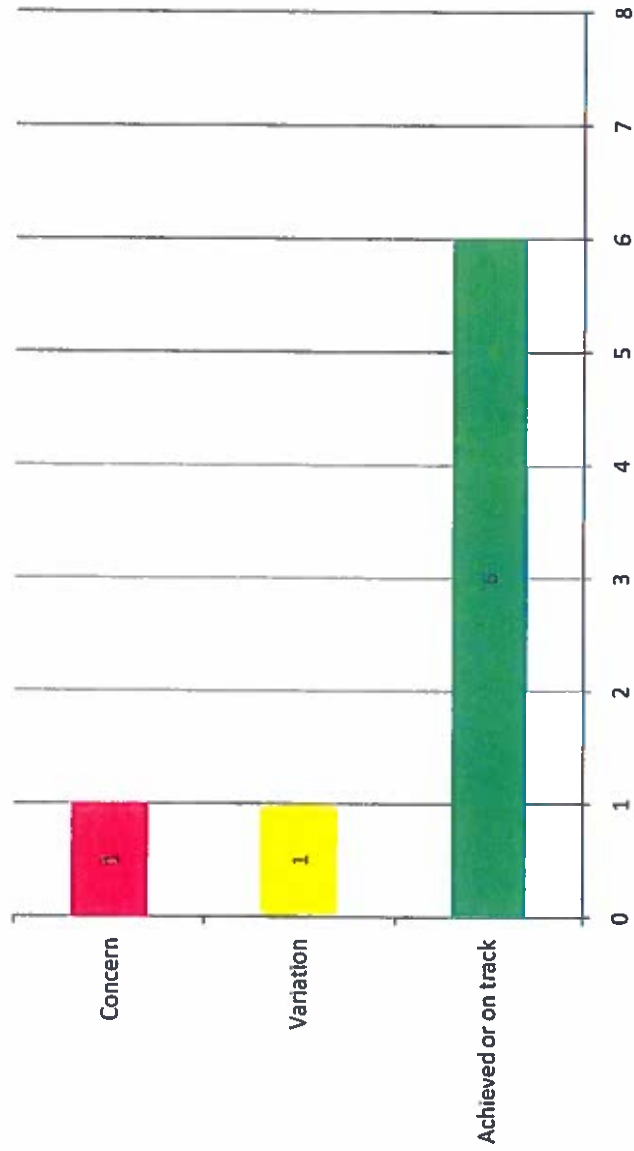
Priority 1e 2011-12			
Outcome: Delivery of economic growth throughout the District			
Key Strategic Objectives			
Objective Status	Title	Comments	Budget Officer Notes
Achieved	Support the redevelopment of Axminster's Webster's Garage site for retail	Legal agreement in place to facilitate the redevelopment.	Resources: Estates Team and Legal Team. (TA)

PRIORITY TWO: An Outstanding Environment

a. Outcome Outstanding environment

Quarter Two Results 2011/12

Progress towards outcome



Number of Measures
(Total measures for outcome = 8)
Measures which are on track do not show in the full report attached but show as green above

Priority 2a 2011-12

Quarterly report for 2011/2012

Arranged by Aims

Filtered by Aim: Outcome Outstanding environment

Filtered by Performance Status: Include PI Status: Achieved, Concern, Variation, Excellent, No Target, Not calculable
 Include Objective Status: Concern, Variation, Achieved

Key to Performance Status:

Key Strategic Objectives:

Performance Indicators:

Key to +/- Column:

Higher figures are better Lower figures are better Direction cannot be determined

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Priority 2a 2011-12

Outcome: Outstanding environment

Performance Indicators

Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
<u>NI196 Improved street and environmental cleanliness - fly tipping</u>	-	1	3 (2/4)	3	4		

Management Notes:

(Quarter 1 - 2)

In the 2010/11 financial year construction/demolition waste flytips accounted for 10.7% of the total number of flytips. Since April this year this has risen to 23.3% of the total. This is a significant rise and there is really no other explanation than that people are fly-tipping to avoid paying to dispose of this waste type at DCC recycling centres.

Other than this there are no alarming trends in the figures for the second quarter of this year. Jerry Royston's sickness absence and Ian and Rob covering bin rounds in Exmouth have meant fewer investigations and DoC visits have taken place.

(TG)

Priority 2a 2011-12

Outcome: Outstanding environment

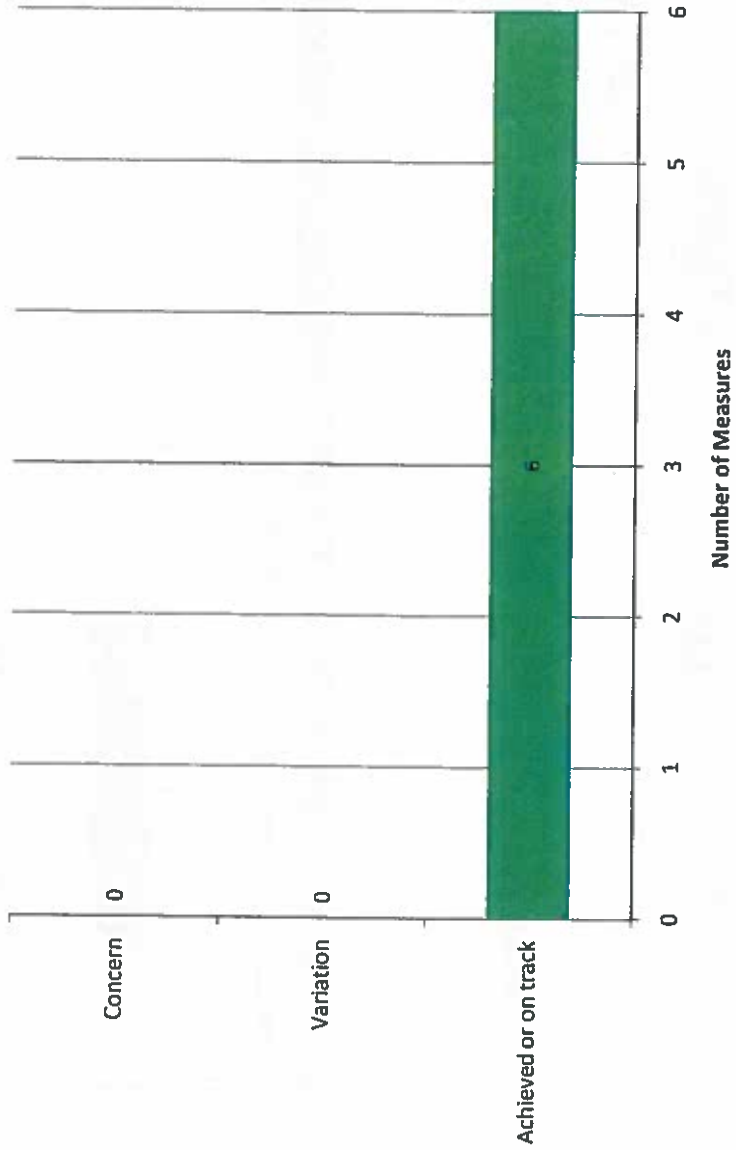
Performance Indicators

Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
Key Strategic Objectives							
Objective Title							
Status							
Variation							
Undertake Fire Risk Assessments in flats and implement any improvements		Comments		Budget Officer Notes			
		Started process. Staff training complete and test FRA's undertaken. Clarifying a number of issues with Fire Service and other professional services before starting programme - completion will take at least 18 months.					

PRIORITY TWO: An Outstanding Environment

b. Outcome A rise in recycling and composting and a fall in the disposal of other waste

Quarter Two Results 2011/12



Progress towards outcome

Number of Measures

(Total measures for outcome = 6)

Measures which are on track do not show in the full report attached but show as green above

Priority 2b 2011-12

Quarterly report for 2011/2012

Arranged by Aims

Filtered by Aim: Outcome A rise in recycling and composting and a fall in the disposal of other waste
 Filtered by Performance Status: Include PI Status: Achieved, Concern, Variation, Excellent, No Target, Not calculable
 Include Objective Status: Concern, Variation, Achieved

Key to Performance Status:

Key Strategic Objectives:

Performance Indicators:

Key to +/- Column:

Higher figures are better Lower figures are better Direction cannot be determined

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Priority 2b 2011-12

Outcome: A rise in recycling and composting and a fall in the disposal of other waste

Performance Indicators

Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
N191 Residual household waste in kg per household	-	355		79.37			
N192 Percentage of Household waste sent for reuse, recycling and composting	+	52.00		50.90			

Management Notes:

Key Strategic Objectives

Objective Title	Status	Comments	Budget	Officer Notes
Increase the proportion of waste that is recycled so that the Council is amongst the top 25% perform	Achieved			Resources: £1,009,000 in Capital, the Recycling Budget & Refuse £3,550,100 Revenue

Priority 2b 2011-12

Outcome: A rise in recycling and composting and a fall in the disposal of other waste

Key Strategic Objectives

Objective Title
Status

Comments Budget Officer Notes

(TA)

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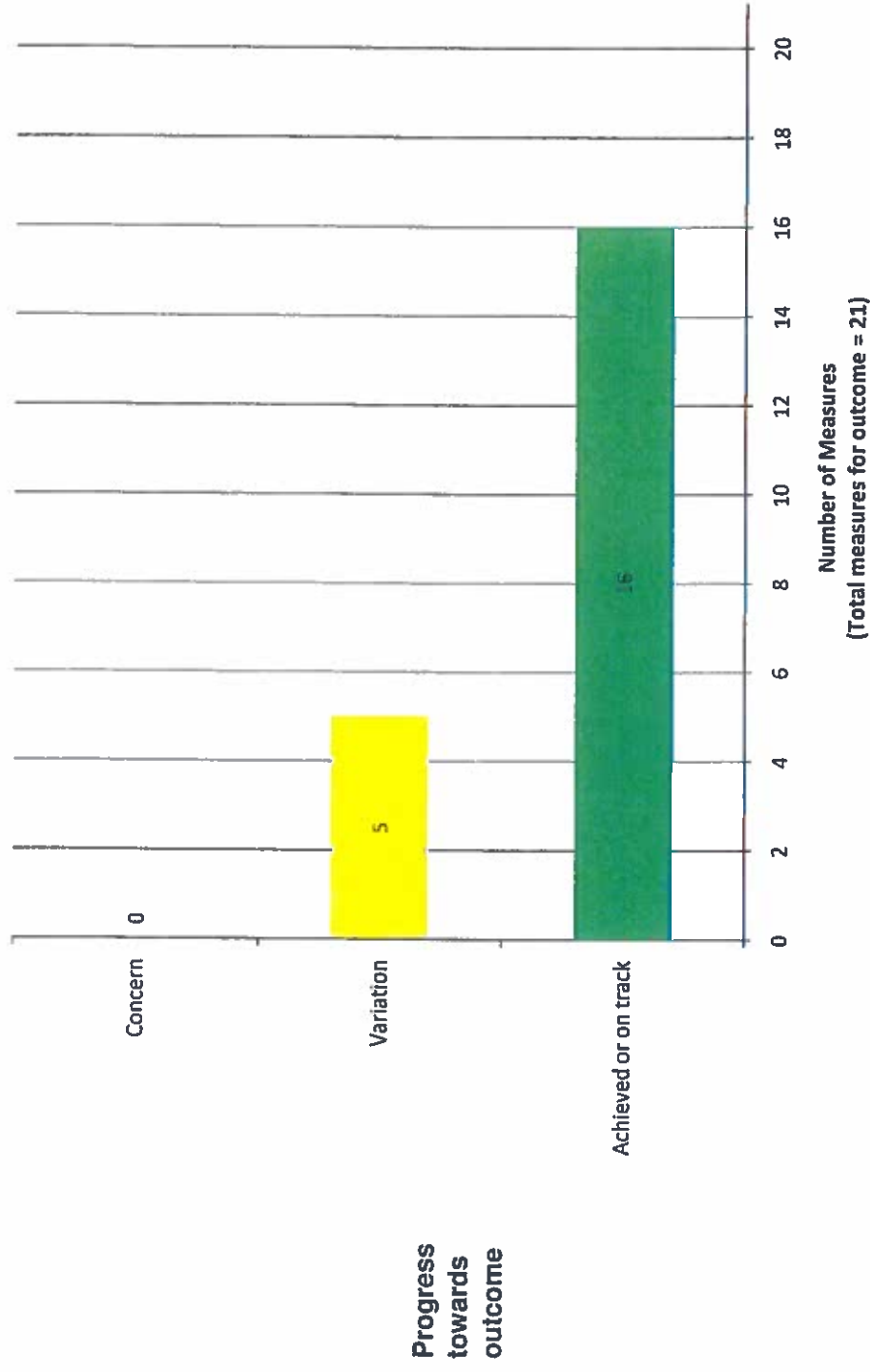
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PRIORITY THREE: Excellent services for our customers

a. Outcome Efficiencies: financial and time-saving

Quarter Two Results 2011/12



Measures which are on track do not show in the full report attached but show as green above

Priority 3a 2011-12

Quarterly report for 2011/2012
Arranged by Aims

Filtered by Aim: Outcome Efficiencies; financial and time-saving
 Filtered by Performance Status: Include PI Status: Achieved, Concern, Variation, Excellent, No Target, Not calculable
 Include Objective Status: Concern, Variation, Achieved

Key to Performance Status:

Key Strategic Objectives:

Performance Indicators:

Key to +/- Column:

Higher figures are better - Lower figures are better OFF Direction cannot be determined

* indicates that an entity is linked to the Aim by its parent Service

Priority 3a 2011-12

Outcome: Efficiencies; financial and time-saving

Performance Indicators

Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
Percentage of Council Tax Collected	+	98.80	68.99 (7/12)	30.79	58.34		

Management Notes:
(October)

Although in-year performance is slightly down this month, it was up in September & so we will continue to closely monitor it..

The arrears are still reducing at a satisfactory rate.

(MC)

Percentage of Non-domestic Rates Collected	+	99.10	72.59 (7/12)	31.15	58.58		
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Management Notes:
(October)

Priority 3a 2011-12

**Outcome: Efficiencies; financial and time-saving
Performance Indicators**

Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
<p>The collection rate, although still down compared to the same time last year, has improved slightly. This was expected following the regulatory changes to Small Business Rates Relief, where most of the annual charge only became due from October 2011.</p> <p>We will monitor the situation closely and investigate if this trend continues</p>							
(MC)							
<u>Working days lost due to sickness absence</u>	-	7.33	4.96 (7/12)	1.70	3.45		
<u>Management Notes:</u>							
<u>Cumulative Staff Turnover as a percentage of all staff (voluntary leavers)</u>	-	7		1.4	3.9		
<u>Management Notes:</u>							
<u>% of residents who pay their Council Tax by Direct Debit</u>	+	n/a		72	72		
<u>Management Notes:</u>							
<u>Number of redundancies (year to date)</u>	+	n/a		12	12		
<u>Management Notes:</u>							
<u>Percentage of councillors accessing electronic information</u>	+	98.31	100 (2/4)	98	98		
<u>Management Notes:</u>							
<u>NI 181 - Days taken to process Housing Benefit/Council Tax</u>	-	5.6	6.20 (7/12)	6.09	6.00		

Priority 3a 2011-12

Outcome: Efficiencies; financial and time-saving

Performance Indicators

Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
<u>Benefit new claims and change events</u>							
<u>Management Notes:</u>							
<u>Streetscene - percentage of contacts that can be dealt with at first contact</u>	+	n/a			74		
<u>Management Notes:</u>							
<u>Percentage of Preventable demand within StreetScene</u>	+	n/a		6	8		
<u>Management Notes:</u>							
<u>Creditor days - % of invoices paid within 30 days</u>	+	99		99	99		
<u>Management Notes:</u>							
<u>Proportion of outstanding debt that is more than 90 days old from date of invoice</u>	-	18		23	15		
<u>Management Notes:</u>							

Key Strategic Objectives

Objective Title	Status	Comments	Budget	Officer	Notes
<u>Have less than 90 units of temporary accommodation in use.</u>	Achieved	Less than 30 households in TA at present			
<u>Implementation of Document Image Processing for Housing Benefits</u>	Variation	Benefits went live with DIPs on 1 November 2011 - this means that all new incoming post is now scanned. It's too early to say whether this project is completed until fully bedded in with the staff. All existing files are still stored as paper files and will take many years before these are also scanned.			
<u>Implementation of new Business Rates IT System</u>	Variation	This project has been delayed and will now commence in May 2012. This is due to resources in both ICT and Revenues & Benefits that need to be allocated to the project.			

Priority 3a 2011-12

Outcome: Efficiencies; financial and time-saving

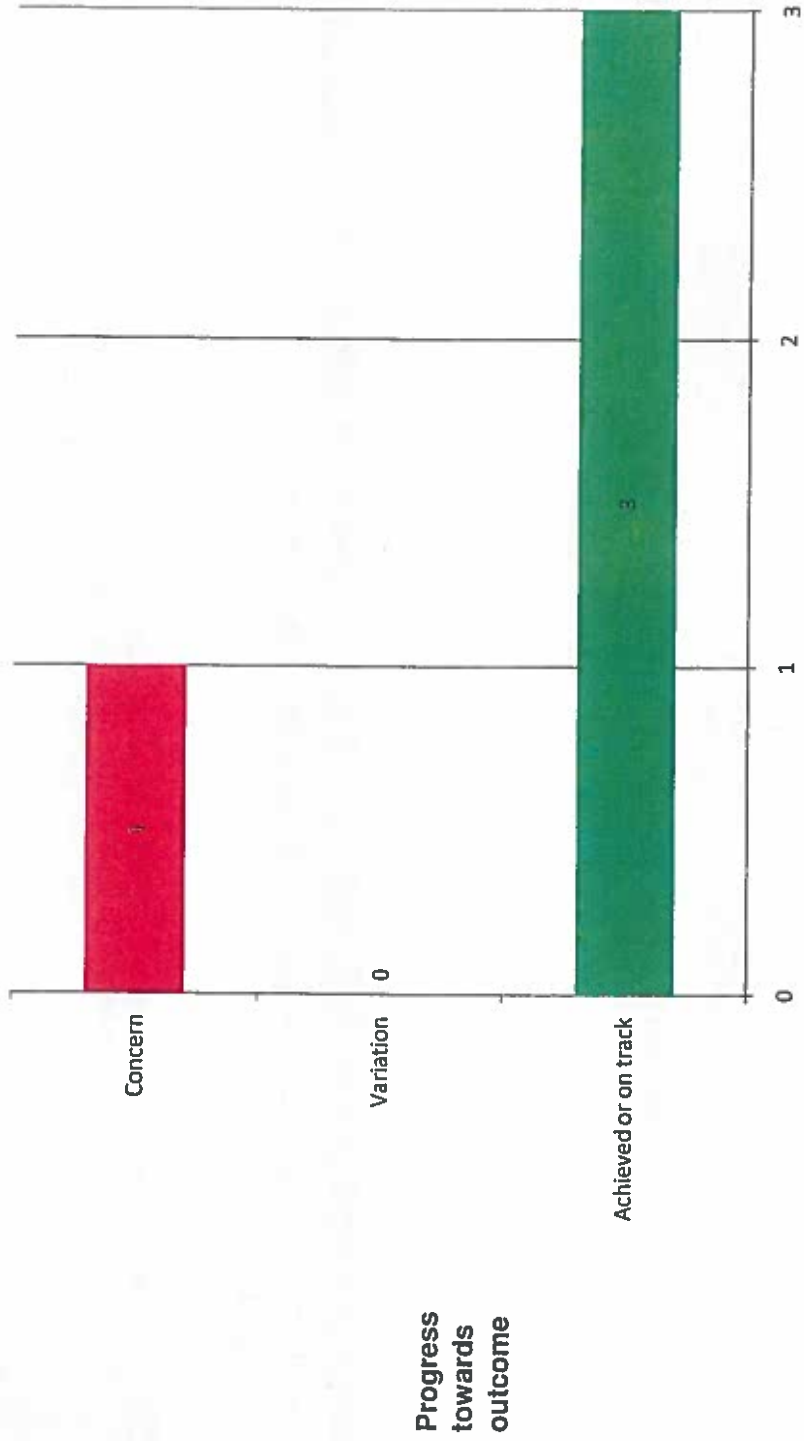
Key Strategic Objectives

Objective Title Status	Comments	Budget Officer Notes
Variation	Re-tender the Partnership Agreement for On target to retender day to day repairs and voids contract in 2011/12. responsive repairs to tenant's homes and works to voids	

PRIORITY THREE: Excellent services for our customers

b. Outcome Improved services through understanding our customers

Quarter One Results 2011/12



**Number of Measures
(Total measures for outcome = 4)**

Measures which are on track do not show in the full report attached but show as green above

Priority 3b 2011-12

Quarterly report for 2011/2012

Arranged by Aims

Filtered by Aim: Outcome Improved service through understanding our customers
 Filtered by Performance Status: Include PI Status: Achieved, Concern, Variation, Excellent, No Target, Not calculable
 Include Objective Status: Concern, Variation, Achieved

Key to Performance Status:

Key Strategic Objectives: No Data available Milestone Missed Normal Concern Variation Achieved Excellent

Performance Indicators: No Data Concern Variation Achieved Excellent

Key to +/- Column: + Higher figures are better - Lower figures are better OFF Direction cannot be determined

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Priority 3b 2011-12

Outcome: Improved service through understanding our customers

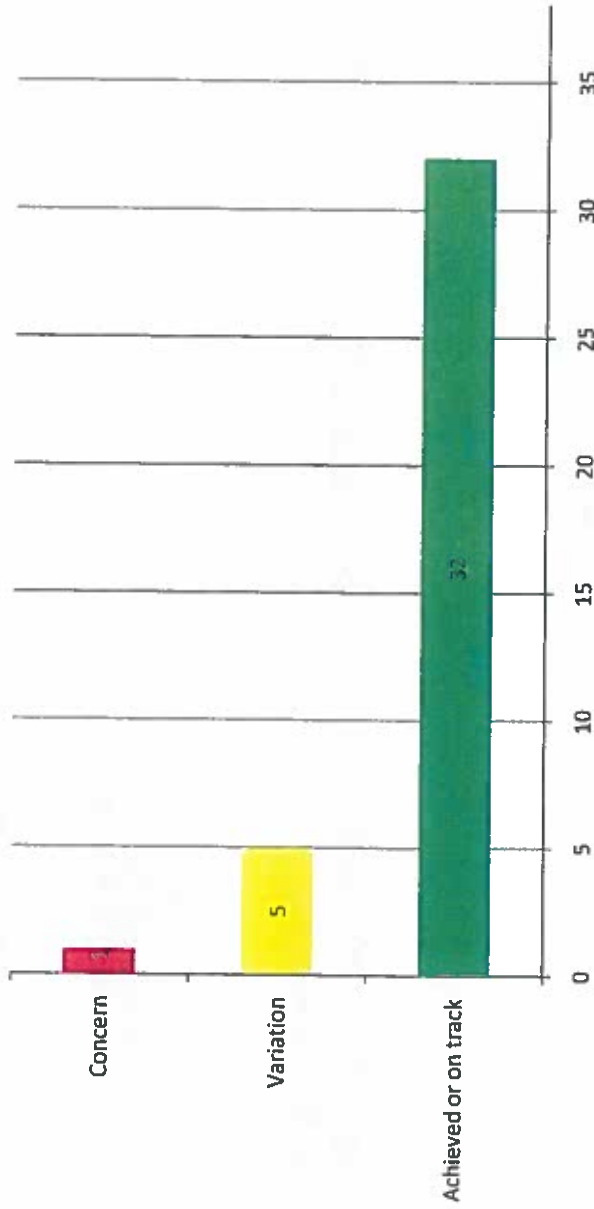
Key Strategic Objectives

Objective Title	Comments	Budget	Officer Notes
Achieved Implement and develop the Devon Home Choice regional Choice Based Lettings scheme	EDDC went live January 2010. Currently have in excess of 3,000 applications on housing register. Undertaking regular new tenant telephone satisfaction surveys to ensure matching right person with right home	DHC budget was £20k in 2010/11.	Resources: Housing Team (TA)
Concern Work with ICT on two key ICT improvements that will provide a better service for our customers	Refunds to be done direct to bank and not by cheque - This has been outstanding since 2004. E-billing - This has been outstanding for a good few years. This is with Simon Davey to discuss with Mark Williams on whether there is any opportunity for these to be progressed.		

PRIORITY THREE: Excellent services for our customers

c. Outcome Consistently satisfied customers

Quarter Two Results 2011/12



Progress towards outcome

Number of Measures
(Total measures for outcome = 38)

Measures which are on track do not show in the full report attached but show as green above

Priority 3c 2011-12

Quarterly report for 2011/2012

Arranged by Aims

Filtered by Aim: Outcome Consistently satisfied customers

Filtered by Performance Status: Include PI Status: Achieved, Concern, Variation, Excellent, No Target, Not calculable

Include Objective Status: Concern, Variation, Achieved

Key to Performance Status:

Key Strategic Objectives: No Data available Milestone Missed Normal Concern Variation Achieved Excellent

Performance Indicators: No Data Concern Variation Achieved Excellent

Key to +/- Column:

+ Higher figures are better - Lower figures are better OFF Direction cannot be determined

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Priority 3c 2011-12

Outcome: Consistently satisfied customers

Performance Indicators	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
<u>Percentage of planning appeal decisions allowed against the authority's decision to refuse</u>	-	25.0		15.4	27.8		
<u>Management Notes:</u>							
<u>Number of random general licence checks</u>	+	225	93 (2/4)	40	97		
<u>Management Notes:</u>							
<u>Number of random vehicle licence checks</u>	+	228	75 (2/4)	14	31		
<u>Management Notes:</u> (Quarter 2)							

Priority 3c 2011-12

Outcome: Consistently satisfied customers

Performance Indicators

Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
There are capacity issues within the team which should ease when a post is filled.							
(JT)							
<u>Proportion of Councillors trained in regulatory functions</u>	+	95.53	100.00 (2/4)	76.94	95.20		
<u>Management Notes:</u>							
<u>Capability at point of contact for Benefits</u>	+	n/a		44	38		
<u>Management Notes:</u>							
<u>Capability at point of contact for Council Tax</u>	+	n/a		0	0		
<u>Management Notes:</u> (Quarter 2)							
No data currently available							
(ML)							
<u>Capability at point of contact for Non-Domestic Rates</u>	+	n/a		0	0		
<u>Management Notes:</u> (Quarter 2)							
No data currently available							
(ML)							
<u>Number of Level 2 complaints (year to date)</u>	+	n/a		5	14		
<u>Management Notes:</u>							
<u>Number of Freedom of Information Requests (year to date)</u>	+	n/a		67	136		

Priority 3c 2011-12

Outcome: Consistently satisfied customers

Performance Indicators

Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
Management Notes:							
<u>NI157b Percentage of Minor planning applications determined within 8 weeks</u>	+	57.64		61.53	65.51		
Management Notes:							
<u>NI157c Percentage of Other planning applications determined within 8 weeks</u>	+	79.83		84.22	81.71		
Management Notes:							
<u>Percentage of satisfied customers - Benefits</u>	+	90		81	87		
Management Notes:							
<u>Percentage of satisfied customers - Planning</u>	+	90		91			
Management Notes:							
<u>Percentage of satisfied customers - Council Tax</u>	+	0		0	95		
Management Notes:							
<u>Percentage of Customer Satisfaction within the Housing Service</u>	+	n/a					
Management Notes: (Quarter 2)							

The last STATUS survey results indicated 87% of tenants satisfied with the landlord service.

We undertake on-going satisfaction surveys on repairs which always exceed 90% satisfaction and levels have risen since Skinners took over the western area of the district. The

Outcome: Consistently satisfied customers
Performance Indicators

Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
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results are analysed at monthly contract review meetings.

We are working up a questionnaire for the new discretionary STAR survey to provide a more up to date measure of tenant satisfaction.

(JG)

<u>Percentage of customer satisfaction for StreetScene</u>	+	n/a		0	0		
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Management Notes:
(Quarter 2)

No information available for StreetScene for this quarter. The only way to derive this measure is to have customer services do a manual survey.

(AH)

<u>Percentage of preventable demand in the Housing Service</u>	+	n/a					
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Management Notes:
(Quarter 2)

Preventable demand in the areas of housing that have been subject to Systems Thinking reviews have been reduced to an average of 25% in the 'moving out- moving in' phases of work averaged over the four main routes of letter; email; telephone; and face to face.

We are part way through Check in repairs and rent management and the initial analysis suggest that preventable demand is only approximately 20% of all demand. Lower levels of preventable demand have been found in the Repairs Check evaluation.

(JG)

<u>Percentage of preventable demand in benefits</u>	+	n/a		35	23		
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Management Notes:
(Quarter 2)

Preventable demand has decreased from last quarter's figure of 35% down to 23%. The previous highest area of Preventable Demand ("Can you tell me when my Housing Benefit payment is due?") has reduced drastically, so the conclusion is that the Payment Calendar helps customers.

(ML)

Priority 3c 2011-12

Outcome: Consistently satisfied customers

Performance Indicators

Title	+/-	Prev Year End	Current Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act
<u>Percentage of preventable demand in council tax</u>	+	n/a		11	7		

Management Notes:
(Quarter 2)

Low preventable demand of 7%, down from 11% last quarter. No further action planned at present as not a priority.

(ML)

<u>Percentage of preventable contact within Development Control</u>	-	28.7		28	26		
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Management Notes:

<u>Capability at Point of Transaction - Ability to deal with customers at first contact (DC)</u>	+	81.7		83.2	80.3		
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Management Notes:

Key Strategic Objectives

Objective Title Status	Comments	Budget	Officer Notes
<u>Closely integrate the Development Management and Building Control Services</u>	TAFF looked at this issue in relation to construction monitoring. Trialling co-ordinated approach for Cranbrook construction.		
<u>Develop a Corporate Information Management Strategy to deliver well managed information resources</u>	Draft Info Management strategy overdue...was due September, now due December. Scanning Strategy document in progress for "New Building" project Document Retention Policy in progress to tie in with Scanning Strategy.		
<u>Fully implement the Systems Thinking programme for the whole council by the end of 2010.</u>	Recommendations for StreetScene re-structure agreed by the Executive Board, following their Systems Thinking review. Members have agreed spending additional time with StreetScene which will delay the overall programme. Also Housing Repairs have started their check process and Environmental Health are exploring ways to measure their service with another Council, who have already implemented Systems Thinking in regulatory services. Support services are working through	On budget	Resources: Deputy Chief Executive and Teams (TA)

Outcome: Consistently satisfied customers

Key Strategic Objectives

Objective Title Status	Comments	Budget	Officer Notes
Variation <u>Provide support and guidance to major projects and regeneration work.</u>	check too and are at various stages of analysis. The legal team is currently underresourced to carry out the planning, property and procurement workload so lower priority work may be dealt with more slowly than normal.Steps are being taken to address this but major projects already with consultants are not being affected.		Resources: The Legal Team. (TA)
Variation <u>Review the home improvement agency contract to ensure a service for eligible residents is maintained</u>	Options appraisal started with other partners to provide an HIA service in East Devon and other Districts in Devon. Interim arrangements are in place for this financial year for Devon Care & Repair to continue providing a service to elderly and disabled residents in East Devon. Now paying a fee for technical work carried out by the agency, on a case by case basis. Devon County Council have commissioned a caseworker service for all DFG enquiries.		
Achieved <u>Use Systems Thinking, Customer Insight and Customer Service Excellence to improve customer service</u>	We have made progress with redesigning StreetScene using Systems Thinking principles which leaves one major service still to work with - Env Health. We now have excellent measures and reporting in place which the managers and members both like as they are clear and crucially help us improve service.		Resources: Deputy Chief Executive. (TA)

Appendix B - Explanations and definitions

Key Strategic Objectives

1. The Key Strategic Objectives and Service Projects from our Service Plans have been classified by status in the 'Objective Status' column:
 - Red (Concern) highlights targets with serious problems or significant delays.
 - Amber (Variation) indicates actions with mild concerns or minor setbacks.
 - Green (Achieved) displays special achievements or early completions.
2. Officers' updates on progress are set out in the 'Comments' column. The purpose of the 'Comments' column is to allow officers to explain anything, particularly when start/completion dates are slipping. For example, the reasons for the delay or slippage, the action being taken to rectify matters and when things are expected to be back on track.
3. Financial information is included in the columns marked 'Officer Notes', which shows the resources involved in each objective, and 'Budget', which provides an update, for instance whether the budget is on target.

Performance Indicators

4. The '+/-' column indicates whether a positive or negative result is preferable. For example, with a PI such as the time taken to process benefit claims or sickness absence, a lower result is better. However with a PI like Council Tax collection, the higher the result the better. A "+" indicates where a higher result and corresponding upward trend is desirable, whereas a "-" indicates that the lower the result, the better.
5. The 'Previous Year End' column reports performance at the end of 2009/2010, if that information is available.
6. The 'Current Target' column represents the annual target in most cases except for BV9 and BV10 where the target increases as more Non-domestic rates and Council Tax are collected and for BV12 where the target increases as working days lost increase as the year progresses. Some measures no longer have targets or are not suitable for targets. Many of these are linked to Systems Thinking principles.
7. The columns 'Q1 Act', 'Q2 Act', etc. show the actual year to date situation for each Performance Indicator. The coloured quarterly columns show year-to-date progress throughout the year in relation to the target. The key for the colours is as follows:
 - Red (Concern) – if the PI is 10% or more below the target.

- Yellow (Variation) – if the PI is between 10% and 0.1% below the target.
- Green (Achieved) – if the PI and the target match exactly or the PI is above the target.

8. The purpose of the 'Management Notes' row is to allow officers to explain anything, particularly when performance is declining. For example, the reasons for the decline or slippage, the action being taken to rectify matters and when performance is expected to be back on target.

9. NI 196 Improved street and environmental cleanliness – fly tipping

This indicator measures a local authority's performance based on a combination of calculating its year on year change in total incidents of fly-tipping dealt with, compared with its year on year change in enforcement actions taken against fly-tipping (both fly-tipping incidents and enforcement actions are weighted to recognise the effort involved in different activities).

Good performance is indicated by a decrease in incident numbers and an increase in enforcement action. A better score will be achieved if incident numbers only are reduced as opposed to enforcement numbers only are increased.

The table below illustrates the marking awarded to the various combinations:

		<i>Number of Enforcement Action</i>		
		Increasing actions	Same level of actions	Decreasing actions
Number of Incidents of Fly Tipping	Decrease	Grading 1 Very Effective	Grading 2 Effective	Grading 2 Effective
	Same	Grading 3 Not Effective	Grading 3 Not Effective	Grading 3 Not Effective
	Increase	Grading 3 Not Effective	Grading 3 Not Effective	Grading 4 Poor

3 November 2011

Draft Customer Strategy outline

The Council's purpose is to **deliver outstanding service**. What does this mean? I have split our approach to delivering outstanding service into three sections:

1. Access to services
2. Access to information
3. Access to engagement and consultation

Questions for SMT and Scrutiny:

1. Does the structure of the Strategy make sense (the three sections and the split between principle and projects)?
2. Should the Communications Strategy be a more prominent part of this Strategy?
3. Any suggestions for inclusion before I develop it further?

1. Access to Services

- Principles
 - Design services to meet demand and deliver what matters
 - Reduce preventable demand and waste
 - Right skills in the right place
 - Customer only has to contact once wherever possible
 - Resolve at first point of contact
 - Only do the value work... 'what matters' for our customers
 - Understand our equality impact
 - Visible and relevant measures
 - Single version of customer data
 - All relevant information visible to all staff

What projects will support this?

- Superweb project
 - Easy to search and syndicate (link with other websites for ease of access)
 - Reliable and up to date
 - Easy to use from mobile devices
 - E-forms for all relevant/possible services
 - Plan to market the site for channel shift – [phone to web](#) for those customers [who can](#) – self service and personalisation
 - Reliable measures so we understand when the website fails to meet expectations and why
- Contact Centre and CRM
 - Only handle 1 stop enquiries [so customer doesn't have to go anywhere else or come back to us](#)
 - Measure preventable demand and accuracy of calls passed on by switchboard
 - Populate the customer database to get better data for service development (mobile numbers for text messaging for example)
 - Co-ordinated customer access measures
- Mobile working project
 - Help one stop out in the District
 - Apps on phone – we will provide
 - Efficient/faster processes
 - Landing pads around the District
- Community budget pilot project in partnership with DCC (to get an understanding of how agencies combining design of service and budgets will deliver better service for customers)
- Systems thinking reviews in areas of the Council not yet done

2. Access to Information

Principles

- Everything available on the website
- Open data sets available to the public (data in its raw state so that the public can analyse it themselves)
- Recognise need for different formats – poster, leaflet, web, news and make sure all sections of the community are catered for
- Accessible, up to date measures (end to end times, preventable demand analysis, one stop analysis and top issues being worked on to improve service) used by managers, reported to councillors and the public

What work supports this?

- 24/7 website (and the project to upgrade it)
- Social/networking tools trial
- Information Management Strategy 10 objectives
- East Devon Connect
- FOI service
- Annual Council Tax booklet
- Recycling information leaflets to all households
- Complaints analysis/Ombudsman reports
- Performance of the Council reports (the measures and the main action plans)

Links:

Communication Strategy and more work to develop marketing/branding resource and expertise?

Information Management Strategy

3. Access to engagement and feedback

Principles

- We will tell you about things, before we do them
- We will engage you in major policy development
- Use participatory budgeting so local communities can decide how to spend community money from grants or developers in their area
- Provide different ways to engage to suit different needs
- Always consult on the Council Plan, major policies, budget and priorities
- Facilitate e-enabled petitions

What work supports this?

- Consultation Panel
- Community budget consultations for specific funds
- Council Plan, budget and 3 frontline strategies consultation exercise
- Local Plan process
- You said, we did campaigns
- What matters surveys in frontline service analysis
- Customer insight work

Links: Consultation Strategy

East Devon District Council Communications Strategy

Reviewed

March 2011

Policy Approval

Council in April 2011

Reasons for introducing the Strategy

The Corporate Strategy sets out a number of strategic priorities that will ensure that the Council achieves its vision of delivering 'outstanding and sustainable quality of life for everyone in East Devon'. Key to the successful delivery of these challenging, strategic priorities is a robust Communications Strategy which will support our consultation activities. It is vital that we keep our customers fully informed and engaged every step of the way in achieving our vision. This approach is reinforced by the Government's clear aspirations to ensure that positive outcomes for people and places are achieved through partnership and by engaging and empowering communities.

The Council's three corporate priorities in the Corporate Strategy help us to prioritise our communications activities. They are:

- o Thriving Communities
- o An Outstanding Environment
- o Excellent Services for our Customers.

This Communications Strategy seeks to ensure that the Council's communications are focused and directed to ensure that key messages about our achievement of these three areas are prioritised.

In the East Devon Connect magazine, we will use a system of icons to draw the reader's attention to the corporate priority about which they are reading. These icons are published alongside articles that demonstrate what the Council is doing about, say Thriving Communities. The three icons are below:

Thriving
Communities



Outstanding
Environment



Excellent
Services for
Customers



The Corporate Strategy aims to ensure that our customers experience tangible service improvement and this Communications Strategy aims to ensure that customers are informed and understand how the Council continues to meet their needs by delivering quality services and value for money.

The need for customers to understand the linkages between service delivery and service provider is set out in the Local Government Association's (LGA) Reputation Campaign, of which EDDC is a member. The campaign sets out a number of objectives and these are referred to later in this document. MORI research on behalf of the LGA has shown a clear correlation between the quantity/quality of communication and high rates of public satisfaction with services.

Managing our reputation and getting the message across means that not only must we make the most creative use of existing and emerging channels for communication but also that we develop and protect the EDDC brand so that it becomes instantly recognisable and synonymous with quality services and value for money.

EDDC continues to work closely with a number of partner organisations. It is vital that our partners feel confident in the Council's ability to communicate simple and complex issues within the community. They need to be confident that they will be kept informed of important developments in a timely way. This Policy supports the principle of building close working relationships with colleagues in other public bodies and in the private sector to our mutual benefit. This policy will seek to improve engagement with the Third Sector, with whom local government shares the same broad vision of encouraging localism and developing and sustaining prosperous and cohesive communities.

Policy Statement

At EDDC, we recognise the need to continuously improve both external and internal communications for the benefit of our customers and staff. It is our aim to communicate 'the right information, to the right people, at the right time'.

We aim to communicate effectively with our customers and our staff. Our staff are our most valuable asset and as such are all ambassadors for the Council. They play a vital role in communication and it is therefore imperative that they are kept well informed on key issues.

We must recognise that the breadth of our communications offering will be constrained by the resources available and we must therefore prioritise our work on an ongoing basis. Our main priorities are:

1. Promoting good news stories
2. Internal communication
3. Reactive media responses

EDDC will continue to maximise opportunities to use communication and consultation to inform and engage our customers. We believe that this will lead to a closer and more productive dialogue with our customers, which will result in service improvement and an enhanced public perception of East Devon District Council.

We will continue to ensure that our internal communication is robust and timely and that there are opportunities for two-way communication, ensuring an open and honest culture which values all contributions.

Terms explained

- **Branding**

A brand is a collection of perceptions in the mind of the consumer about an organization and its services or products. The task is to ensure that the consumer's perceptions start off positive and remain that way. The brand is the ethos of the organisation, the way things are done around here – and that means everyone in the organisation needs to understand and sign up to supporting the brand. Organisations often use logos and straplines to communicate their brand to external customers and values to communicate it to staff.

- **Communications Champions**

This is a network of Council staff, one representing each service area, who act as the eyes and ears of the communications team, ensuring that important issues and dates are flagged up early and important messages and issues are communicated professionally and effectively.

- **Localism**

In December 2010 the Government published a wide ranging Localism Bill which it says will shift power from central government to communities. When the Bill becomes an Act it would have serious implications on the way the Council delivers services, on its resources and how it works with its partners, particularly those in the Third Sector. The Government's aim is to achieve a Big Society through decentralisation giving power back to people and communities and devolving power, money and knowledge to those best placed to find the best solutions to local needs, including elected local representatives, front line public service professionals, social enterprises, charities, co-operatives, community groups, neighbourhoods and individuals.

- **'Reputation' campaign**

The Local Government Reputation Campaign is an initiative introduced by the Local Government Association and is aimed at ensuring that councils understand and maximise the links between good service, good communication and public satisfaction.

- **Systems Thinking**

SystemsThinking is an approach that puts the customer at the heart of service design and delivery.

- **Third Sector**

The Third Sector incorporates a huge diversity of non-governmental organisations. The Sector includes community groups, voluntary organisations, faith and equalities groups, charities, social enterprises, co-operatives, mutuals and housing associations all of which aim to achieve prosperous and cohesive communities.

- **Welcome Days**

This is a reference to events held several times a year designed to inform new employees about the Council, its priorities, practices and ethos. A short session on the importance of good internal and external communication is part of the Corporate Manager Organisational Development's presentation at these events.

How will we go about it?

We will:

- Be honest and open in the ways that we communicate
- Ensure that the Communications Strategy is central to the Council's business and service delivery
- Build organisational capacity for communication by ensuring that the Communications Champions are an informed, skilled and cohesive resource which can be called upon to ensure that opportunities for communication are maximised
- Develop and support knowledgeable staff, particularly on the front line, by providing them with readily accessible, timely information
- Keep two-way lines of communication open throughout the Council so that staff and public views, ideas and suggestions are encouraged and fed back to the decision-makers
- Tell the public about the Council, its services and priorities in as many ways as possible – important issues need to be communicated more than once
- Promote positive work consistently carried out by the Council and its partners
- Use plain English so that all-outgoing written communication is readily understood and jargon free
- Use a variety of internal communications, including regular bulletins for members and staff, team meetings, News and Views sessions and focus groups, which allow for two-way communication
- Provide appropriate training, including media training for officers and members
- Ensure that all staff are aware of the Freedom of Information and Data Protection legislation so that everyone is confident about what information can and should be provided
- Ensure that all staff are aware of the complaints procedure and understand how this operates
- Acknowledge where we can improve and learn from our experiences by sharing good practice
- Ensure that staff and members are aware of the content of the Code of Recommended Practice on Local Authority Publicity, to which the Council must have regard when coming to any decision on publicity, and members are required to have regard under their Code of Conduct
- Ensure that staff and members are aware of the legal restrictions on publishing party political material, as opposed to publicising the work of the Council.

Specific Policy Areas

Providing our customers with information about our services

East Devon District Council will continue to actively seek out and promote positive news stories from all areas of the Council. Our achievements will continue to be sent out in as many ways as possible, for example:

- through the Council Tax booklet and other publications
- on the 'front page' of the web site
- through targeted media releases
- through the use of well-worded signs/information points at parks/nature reserves and other long-term council projects
- by displaying exhibition materials at public events such as road-shows
- by producing targeted leaflets to inform the public and celebrate the Council's work
- by involving Members and Parish and Town Councils in spreading the messages.

The news stories should include:

- reports on the achievements of the Council and its partners
- follow-up of previously reported past achievements
- reports on any remedial action taken (to rectify bad press)
- information to people about ongoing work being carried out by the Council with an explanation of why it needs to be done (to pre-empt complaints)
- new initiatives being undertaken by the Council.

We use many different communication channels and these include:

- o A website with a newsy front page
- o An annual Council Tax booklet, produced in partnership with most Devon councils
- o A colourful residents' magazine – East Devon Connect
- o Press Releases sent to relevant media contacts and posted on our website
- o A weekly internal magazine for staff, Members and the Press – The Knowledge
- o Poster frames in all the Council's public toilets
- o Posters on the sides of StreetScene vehicles
- o Entries in local carnival parades
- o Advertisements on the side of Seaton Tramway vehicles
- o Welcome Day events for new members and employees
- o Staff awareness seminars, presented by the Chief Executive
- o A lively Intranet site
- o A monthly Team Brief Bulletin
- o News and Views meetings for all managers
- o Focus groups for staff feedback
- o A staff feedback survey, recognition scheme and suggestions scheme
- o Social networking sites such as Facebook and Twitter

Enhancing our reputation

We all feel more comfortable dealing with a service provider who has a good reputation rather than someone who is badly thought-of. Organisations that thrive and prosper are good at using communication to manage their reputation. Councils have traditionally been poor at promoting themselves and this is why the Local Government Association has launched the Reputation Campaign, to which EDDC is signed up.

At EDDC, we understand the importance of not only providing a good service but ensuring that this is recognised by our customers. They may need information about what services we provide, or they may need reminding that the service they are getting is of high quality.

This may be done through everyday channels such as word of mouth or letters and to this extent it is the responsibility of every employee to play their part in the process.

To safeguard the Council's reputation we will:

- have clear internal and external information flows
- respond swiftly
- call in outside expertise as soon as possible, should it be needed
- identify and brief a spokesperson
- agree the message
- tell the truth and maintain integrity
- maintain open communication channels.

Ensuring excellent media relationships

Our relations with the local press are good and this relationship will be developed further to ensure that the Council and its priorities have the best possible coverage and for us to be able to get our message across in the most appropriate way. This will help people see our strengths and those of local government in general and it is also an ideal way to provide an opportunity to develop two-way communication between the Council and the community in support of the Localism agenda.

Our approach is to:

- develop an ongoing relationship with key local journalists and a reputation for responsiveness on important topics
- provide the local media with our news stories in the format and style that is most welcome to them to make it easier for our stories to be published
- ensure that our stories are relevant, positive and communicate what we are doing especially around our three corporate priorities
- ensure that our dealings with the press are open and honest even when we are communicating hard or controversial Council decisions
- be proactive in providing response to topical issues of importance
- not respond to enquiries that we judge to be of lesser importance
- use quotes from key Councillors, for example the Leader, the Portfolio holder for Communications, and other portfolio holders as appropriate, and where possible use stories which focus on our front line staff and our service to customers
- maintain a network of Communications Champions within the Council's services for our Communications Officer to work with when dealing with day-to-day press enquiries
- hold meetings with local media representatives in advance of big news stories relevant to the Council and/or district
- work with Members to encourage involvement of the Communications Officer before they go to the press. This helps to portray a cohesive and co-ordinated approach.

Improving our corporate image and brand

We have processes in place to ensure that the EDDC logo is used prominently and consistently at every opportunity, whether it is on stationery, websites, buildings, signage, clothing, vehicles or street furniture.

We have branded the Council corporately so that all our media channels such as our website, vehicles, signage and identity cards have a corporate and consistent identity to ensure that:

- the Council presents itself consistently and clearly
- our customers recognise our brand as a guarantee of quality of service and value for money
- it inspires ownership and pride in the Council and its services
- the public and our staff know what it represents.

Driving change

In response to international and national issues such as climate change, recycling, affordable housing, economic growth and regeneration, the Council is driving change in its key service areas. The aim is to use best communications practice to inform the public and so enable an open debate about these key schemes. This will back up formal consultation techniques with the result that the schemes can progress in compliance with latest Government guidelines.

Delivering best practice

To ensure that EDDC uses the most creative and cost-effective methods of communication, we will continue to share examples of best practice with other local authorities.

Communicate, communicate, communicate

All members of staff and councillors are valued both for their contribution to the organisation and because they are ambassadors for the Council in East Devon. It is important that they are aware and understand the Council's priorities and why they are relevant so that they too can contribute to promoting the Council. Internal communications will continue to be a high priority at EDDC, helping to foster a culture that supports teamwork, personal development and buy-in for the Council's priorities.

Outcomes

- Improved public perception of the Council's role, priorities and capacity
- General awareness and appreciation of the Council's achievements and reasoning behind 'bad news'
- Smart use of all types of communication tools, including electronic
- Improved professional and corporate approach in all communications
- Assurance that any communications with the Council will be clear and concise
- Ensuring our corporate brand is used consistently and becomes associated with quality, good service provision and value for money
- Managers at all levels understand customers' needs and act on the 'system' of work to better meet customer needs
- Senior management in touch with staff and their concerns
- Helping staff see the big picture
- Motivated and informed staff who accept sharing good practice as the norm
- Modernisation of service delivery through a systems thinking approach to management

Who is responsible for delivery?

- Everyone – the ongoing commitment of all Councillors and employees is essential to making this policy a success
- The Communications Officer will co-ordinate delivery
- The Strategic Management Team will be responsible for upholding policy and will maintain strong links with the Communications Officer.

Performance Monitoring

This will be ongoing and the most relevant method of gathering feedback from our customers, partners, Councillors and staff will be used, including:

- targeted public surveys
- staff surveys
- employee suggestion scheme
- staff recognition scheme
- monitoring the number of visitors to our web site and which pages are most popular
- monitoring publications to maintain consistent use of corporate identity.

Policy Consultation

This policy has been reviewed and revised by the Head of OD, Communications and Improvement Manager, Communications Officer and Communications and Consultation Support Officer.

Policy Review

The Communications Officer will review this Communications Policy in 2015.

Related Policies and Strategies

- Customer Service Strategy
- Complaints procedure guide
- Freedom of Information Policy
- Data Protection Policy
- Community Engagement Policy

Task and Finish Forum Leisure East Devon

Final Report November 2011



Overview and Scrutiny Committee

Preface



Councillor Tim Wood

Chairman of the Leisure East Devon Task and Finish Forum

The Task and Finish Forum was set up to review the functioning of Leisure East Devon and examine how well its activities related to the needs and requirements of East Devon District Council and residents in the area. It was not set up because of any major concerns regarding its performance but rather because a significant period had elapsed since its creation. Indeed, Leisure East Devon has performed well since its creation and has rightly built up useful reserves while adhering to the financial and other agreements made with the Council.

However it is now some years since the setting up of LED and it was considered time to review progress and consider whether some of the activities merited review. Ensuring the provision of satisfactory leisure facilities is an important aspect of any district council role and in a tourist and holiday area such as East Devon it is a vital matter. It is desirable to consider from time to time whether the facilities and activities remain appropriate for the needs and wishes of both residents and visitors. LED has rightly been considering such matters and has brought forward a variety of proposals to enhance and modify its facilities, particularly in Exmouth.

Even though the general national financial position is very difficult at present, it is sensible to have carefully thought out plans ready for when development opportunities do arise. In that way if finance does become available, improvements can be made without delay. It is obviously necessary to ensure either that the new or improved facilities make financial sense or that they meet much needed social improvement for residents.

In these respects good cooperation needs to continue between the District Council and LED. There is no doubt that the Council, as well as LED, want to see innovations and change in leisure facilities better to meet the needs and wishes of residents and visitors. With the people now in place, there is every reason to believe that excellent progress can be made in the coming years. It is hoped that the suggestions made in the following pages make a contribution.

Tim Wood

November 2011

Recommendations

The Forum recommends the following, based on their interviews, findings and consultation;

- (1) that the Chief Executive of Leisure East Devon be congratulated and supported for his innovative leadership and drive to seek opportunities for growth, increase profit and reduce costs during difficult trading times;
- (2) that the dedicated and effective work of the Monitoring Group and LED Trustees be acknowledged;
- (3) that LED be assured that the Council was positive about LED's approach to identifying and progressing innovative and proactive leisure activities, which reflected local demand and leisure 'trends', to protect the viability of the service provided within the terms of the Service Level Agreement
- (4) that East Devon District Council and LED review and, where necessary, modify and update the Service Level Agreement made on the setting up of LED as to the role and responsibilities of LED in relation to the provision of leisure services in East Devon. The review should be carried out by the end of 2012 with any financial implications being included in the preparation of the Council's 2013/2014 budget.
- (5) that, in addition to the review outlined in (4) above, the long term dual- use arrangements with schools/colleges should be reviewed as soon as the position in respect of their Academy status is clarified. Both the Council and LED need to be proactive in investigating how satisfactory the dual role arrangements continue to be in each case.
- (6) that LED provide the Monitoring Group with additional accounting detail, including a breakdown of income and expenditure from specific activities within the centres to help inform judgements of the LED Board and the Council regarding any proposed changes to future provision;
- (7) that LED provide the Monitoring Group with accounting details for their information to show the effect that subsidies have on the profitability of activities/classes;
- (8) that central office overheads be proportionally allocated across the LED portfolio realistically to reflect profit and losses within budget heads;
- (9) that LED give consideration to improvements to the current catering arrangements at some Centres to generate additional income;
- (10) that LED should consider whether to widen the marketing of the East Devon Tennis Centre to increase the knowledge and usage of the facility;
- (11) that Members generally be made aware of the significant contribution of £2M per year the Council makes to the provision of sport and leisure within the district through support to LED and the cost of on-going maintenance/repair of the 11 Centres.

Review Approach

How does the review relate to the Corporate Strategy?

The Council's third priority, "Excellent Services for our Customers", directly relates to this review – in ensuring that the service received by Leisure East Devon customers meets the requirements of the Council including provision for disadvantaged groups.

Scope of the review

Scoping is purely a term to define how the review is to be undertaken. The Forum agreed the scope at their first meeting, making clear what was included; but also just as crucially, what was not. The agreed scope of the review is set out below:

Broad topic area:	Service Level Agreement (SLA) between EDDC and Leisure East Devon (LED); and the financial contribution made by EDDC
Specific area to explore within topic area:	<ul style="list-style-type: none"> • that sufficient monitoring of the SLA is in place; • that there is confidence in LED delivering the service on behalf of the authority in line with the SLA.
Areas NOT covered by the review:	<ul style="list-style-type: none"> • Financial contribution level (this has already been determined by the budget process); • Determination of pricing structures; • Determination of types of leisure activities provided.
Desired outcomes of the review:	<ul style="list-style-type: none"> • Satisfaction that sufficient monitoring is in place on the SLA; • Confidence that the EDDC's subsidy to LED ensures that a greater number of facilities are available across the district; for extended hours than elsewhere; and preferential rates are aimed at more disadvantaged groups who can access those facilities through the passport to leisure scheme.
Who should be consulted for evidence	Leisure East Devon Monitoring Group – Councillors David Cox and Peter Sullivan; Chief Executive of EDDC Chief Executive of LED
What evidence already exists (consultation, good practice examples)	Health and Fitness Omnibus Survey 11 (Sept 2010) LED Customer Usage 2006 – 2010 Quarterly monitoring reports made to LED Monitoring Group
What experts are needed to help with the review:	Head of Finance

What other resources are needed:	Democratic Services officers to minute meetings and assist in drafting final report.
Undertaken by the Committee or is a TAFF required:	Task and Finish Forum agreed by the Overview and Scrutiny Committee on 9 June 2011
Timescale including start date:	9 August , 6 September , 4 October , 1 November 2011
Who are the recommendations being reported to:	Overview and Scrutiny Committee

Evidence sources

The Forum gained a good understanding of the history of leisure provision by the Council, and the process undertaken to reach the present arrangements, from Mark Williams, Chief Executive.

The Forum interviewed the EDDC Councillors on the LED Monitoring Group, Councillors David Cox and Peter Sullivan to examine how the Monitoring Group role was undertaken and to be assured that the arrangements with LED delivered its desired outcomes as defined in the Service Level Agreement. The Panel was provided with recent quarterly monitoring reports – expenditure and income (the Monitoring Group met on a quarterly basis to monitor budget and usage information) and the yearly audited accounts for detailed consideration.

Peter Gilpin, Chief Executive of Leisure East Devon was invited to answer specific questions regarding the centres, dual-use with schools, and the future for the charitable trust. Members asked a wide range of questions in respect of discount arrangements in place, pricing reviews, catering, constraints (including the current difficult financial climate, ageing Centres and loss-making facilities which included the Swimming Pools), sustainability, dual-use facilities and future plans.

The Property Services Manager and Head of Finance were invited to a meeting of the Forum to answer questions on future plans for the maintenance of the Centres and replacement of equipment. The Panel wanted to find out details of future programmes because they appreciated the importance of planning ahead; deferring maintenance work could result in future significant repair or replacement requirements.

Findings

Robust monitoring in place

Councillors Cox and Sullivan advised the Forum that good accounting systems were in place and detailed financial reports were made available. The information provided enabled the Group to monitor the Trust's social responsibilities as set out in the Service Level Agreement.

The Forum was told that the Board gave very careful consideration to pricing and was sensitive to financial pressures and competition from other providers. It was looking to improve and extend its portfolio of leisure facilities and continually reviewed the need to spread financial risk, seek out new areas of potential demand and reduce running costs. The Councillors had confidence in the Board and in the LED Chief Executive.

The Forum was provided with copies of the financial reports that the Board received on a monthly basis. It was clear that the reports were extensive and detailed and capable of showing income and expenditure variations from budget.

The Service Level Agreement between LED and EDDC

The Forum looked at the Service Level Agreement made by the District Council at the time of the setting up of LED. The Forum concluded that the agreement was very satisfactory but there were implicit assumptions within it as, for example, it did not place any specific requirement on LED to provide swimming facilities. There was an underlying presumption that LED would continue to provide much the same facilities as well as continue to give support to needy residents. In relation to subsidised provision for the elderly and others on low incomes, the Forum was assured that LED continued to aid those in need. It appeared that LED had fulfilled not only the words of the agreement but also the spirit of it and that was to be strongly commended.

However, the Forum felt there was a case for the Council to review and more clearly spell out its leisure policy and its expectation of leisure provision in a revised SLA. Such a revised agreement could set out the possible opportunities for change and development as well as indicating the requirements that the Council had of LED. It was noted that the Council continued to be supportive of appropriate innovation and change in leisure provision based on sound commercial and social evidence, within the terms of the SLA.

Evaluating the Success or Otherwise of the Various Leisure Activities

In relation to the larger leisure centres, it was less clear from the analyses which activities were the most or least successful from a financial point of view. Although the analyses showed the level of income directly attributable to the various activities, the activities were not separated into individual profit centres and costs associated with the activities were not shown against the activities. The impression gained by the Forum was that the base figures were sufficiently

detailed to enable further analyses to be made without imposing substantial extra management burdens.

As regards income, there has rightly been a move to encourage customer use of a comprehensive membership package. While this makes it more difficult to assess the level of income that can be attributed to individual activities, it may nevertheless be worthwhile to make a rough assessment of such figures.

As it is, while it was validly stated that swimming activities were almost invariably loss makers, it was not entirely clear how severe that loss was nor was it readily possible to come to a conclusion on the financial performance of other lesser activities in the major leisure centres. Thus, although the information available was very satisfactory to control and monitor existing activities, it was less easy to form a financial judgement on the merits of expanding some activities or considering whether others need to be scrutinised for their value. However, the Forum was assured that the new computer system would be able to provide a useful level of break-down detail.

The other feature of the financial monitoring information was that the central administrative costs were not cross charged to the various profit centres. Thus, a casual look at the finances of an activity might suggest it was profitable whereas the inclusion of apportionment of central costs would give a very different picture.

In relation to the overall finances of LED's activities, it was noted that the Council provided a subsidy of about £1.15M, which was about 20% of LED income. This figure had been gradually reduced over the years since LED began operating independently and LED should be congratulated on modestly reducing its dependence on Council financing whilst at the same time building up some financial reserves. A further important point was that the Council remained responsible for the major maintenance of LED's buildings and facilities. The cost to the Council of this maintenance varied from year to year but was of the order of £1m per annum.

The management and financing of Dual Use Facilities

Some concern was expressed by Councillors Cox and Sullivan regarding the arrangements that exist relating to facilities that are used by both schools and LED. The TAFF was given the impression that, in some instances, schools regarded the facilities as theirs and they were not always as helpful and cooperative as they might be in relation to the LED usage of the facility. Furthermore, significant issues arose from time to time in relation to the maintenance and enhancement of facilities. While the joint usage arrangements provided sporting opportunities that might not otherwise be available to a local community, management and other costs were higher than was satisfactory. It was suggested that the Council, with LED, should take a proactive role in reviewing existing dual use arrangements and, in so doing, also take account of the implications of possible academy status in schools and colleges.

Operating in the current financial climate

As noted earlier, the Council's £1.15M subsidy represented approximately 20% of LED income. Although the Council had committed to the level of subsidy before the Comprehensive Spending Review, LED understood the financial strain on the Council and had voluntarily agreed to a reduction of 25% over 5 years. As a consequence, the Trust had prepared a 5 year business plan to address the funding shortfall. Steps to control costs included introducing changes to staffing terms and conditions and developing energy consumption schemes. Steps being taken to generate regular income included increasing the membership base by use of incentives.

After detailed examination of the accounts, the Panel felt that Peter Gilpin was leading an innovative team and looking for opportunities for expansion in business at the same time as reducing costs. Swimming pools were not profitable facilities but steps were being taken to keep losses in check.

Maintenance and replacement

Most of the centres (other than the Tennis Centre and Colyton facility) were 25-30 years old. They needed to be regularly maintained and up-graded to keep them 'fit for purpose'. The facilities had been well maintained to date but were ageing. The necessary programme of maintenance and replacement was constrained by the difficult financial climate in which the Centres were operating, and the Council's budget.

A 5-year maintenance and replacement programme was in place based on a condition survey. Anticipated life of replacement and repaired equipment was understood together with opportunities taken to improve efficiency and insulation and therefore reduce future running costs. However cost of on-going maintenance and improvement was a significant budget commitment.

Major Developments

LED presented papers indicating that considerable thought had been given to significant developments at some of its locations. In particular, outline architectural plans had been produced for a major enhancement to the Exmouth swimming and sports facilities. These would involve the spending of a few million pounds and the source of such funding had still to be established. It may be that other town developments will help to finance such work but these were issues that clearly were of very major importance not only to LED but also to the Council and the locations served.

Acknowledgements

The Panel would like to thank:

EDDC Chief Executive, Mark Williams

EDDC Members of the LED Monitoring Group – David Cox and Peter Sullivan

LED Chief Executive, Peter Gilpin

Head of Finance, Simon Davey

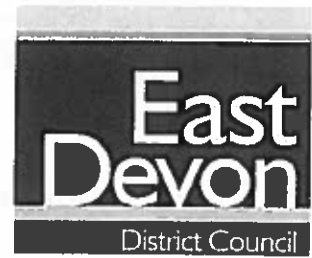
Property Services Manager, Brian Kohl

Agenda Item 15

Overview and Scrutiny Committee

24 November 2011

SD/LG



Review of Shared Services and Second Tier Management Costs / Savings

Summary

This report is in response to a request for more information at the Overview and Scrutiny Committee meeting on 7 July 2011. EDDC has made significant savings by sharing services and restructuring the top tier of management. This report sets out the costs and the net savings.

Recommendation

That the report is to be noted.

a) Reasons for Recommendation

The report is factual covering the costs and savings of shared services.

b) Alternative Options

None.

c) Risk Considerations

None.

d) Policy and Budgetary Considerations

Budgetary considerations are contained in the report.

e) Date for Review of Decision

N/A.

1 Main Body of the Report

1. Savings have been made in 2 ways: sharing services, and a restructure of second tier of management.
2. Shared services are now operating successfully in three areas.

2.1. The Chief Executive has been shared with South Somerset District Council (SSDC) since March 2010.

2.2. The internal audit service is shared with several other councils via a contract with the South West Audit Partnership (SWAP).

2.3. The Emergency Planning officer is shared with SSDC.

3. The restructure reduced the number of directors from four to two, with full effect from 2011/12.
4. Savings have been calculated by comparing actual expenditure incorporating the new structure and sharing arrangements as they happened from 2009/10, with estimated expenditure if no changes had occurred from 2009/10 to 2014/15.
5. In calculating the costs and savings the following have been taken into account:

All payments for redundancy are included in the cost comparison.

No pay awards have been included from 2010/11 onwards.

Staff costs comprise salary, NI, Super, casualty insurance and transport.

A 2.5% increase on SWAP contract each year.

6. The table below shows costs / (savings) over four years from 2009/10 to 2012/13.

Costs / (Savings)		JIC Net Costs	Chief Executive	4 Directors	2 Deputy Chief Executives	Emer'cy Planning Officer	Internal Audit	Totals
2009/10	Y1	1,894	171,764	0	0	0	0	173,658
2010/11	Y2	455	(61,731)	160,542	0	16,705	25,146	141,116
2011/12 Estimate	Y3	0	(59,586)	(407,911)	199,799	(19,491)	(51,226)	(338,416)
2012/13 Estimate	Y4	0	(59,586)	(430,431)	199,799	(19,491)	(48,863)	(358,573)
2013/14 Estimate	Y5	0	(59,586)	(430,431)	199,799	(19,491)	(46,452)	(356,163)
2014/15 Estimate	Y6	0	(59,586)	(430,431)	199,799	(19,491)	(43,994)	(353,704)
Totals	Y1-6	2,349	(128,313)	(1,538,662)	799,194	(61,261)	(165,389)	(1,092,082)

7. The payback period is March 2012, a period of 25 months as shown in the cumulative costs / (savings) table below:

		Cummulative Costs / Savings at Year End
2009/10	Y1	173,658
2010/11	Y2	314,774
2011/12	Y3	(23,642)
2012/13	Y4	(382,215)
2013/14	Y5	(738,378)
2014/15	Y6	(1,092,08)

Legal Implications

There are no legal implications to report.

Financial Implications

The financial details are contained within the report.

Background Papers

- Review of the Joint Integration Committee – Overview and Scrutiny Committee
7 July 2011

Laurelie Gifford
Financial Services Manager

Overview and Scrutiny Committee
24 November 2011

Forward Plan for Overview and Scrutiny Committee

Month	Topic
9 Dec 2011	Special meeting to consider the Local Plan as part of the consultation process
5 Jan 2012	Northern Devon Healthcare NHS Trust consultation on becoming a Foundation Trust Strategic Commissioning NHS Devon (tbc) Update from Portfolio Holder for Strategic Development and Partnerships
18 Jan 2012	All day Service Plan and Budget meeting starting at 9.00am
26 Jan 2012	Consultation on the Council Plan and supporting strategies to the Council Plan: Housing and Community; Economy and Tourism; and Environment. Update on Post Office Pilot Scheme from Post Office Ltd. Update on the Localism bill Update from Portfolio Holder for Sustainable Homes and Communities Update on Equalities Action Plan
1 Mar 2012	Quarterly Monitoring of Performance – 3 rd Qtr 2011/12 Update from Portfolio Holder for Corporate Services Update from Portfolio Holder for Economy
29 Mar 2012	Flood Management Act implementation – update from Devon County Council
26 Apr 2012	

Topics for scoping and allocation to the Forward Plan:

- Transfer of assets to Towns and Parishes
- On-street parking financial detail

Task and Finish Forums Update

- HRB Taffs are continuing.